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**CREATIVE
REVOLUTION**

Ad Team
Sells the Sizzle

**MILITARY
RATIONS**

Athletic
Performance
Cuisine Boot
Camp

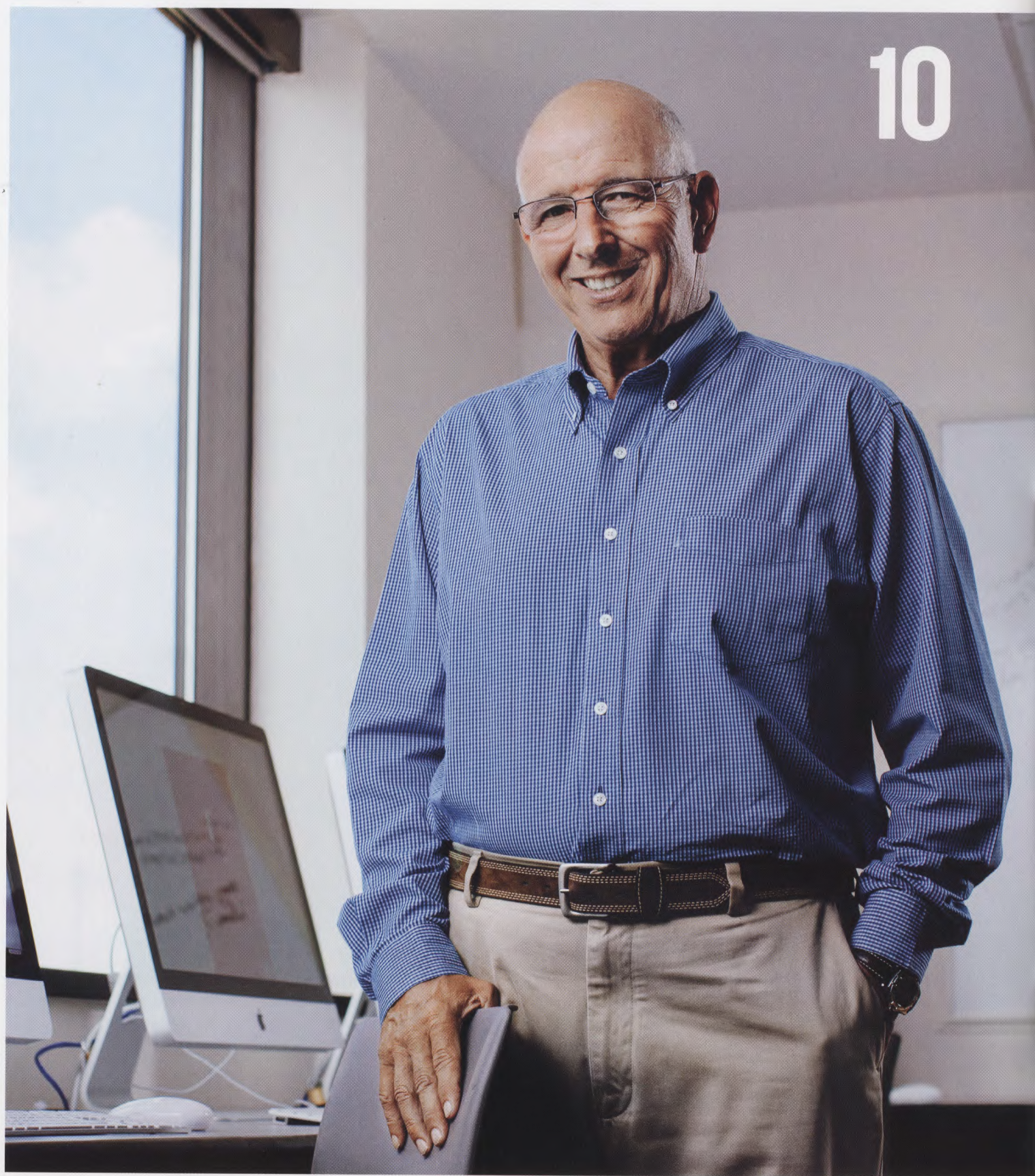
**Healthy
COMPASSION**

R.I.'s First Physician Assistant Program

**FALL
2014**

CONTENTS

10





18



08



44

10



24

FALL 2014

FEATURES

10

A CREATIVE REVOLUTION

When the Ad Team started competing, some questioned what a “culinary school” could know about the industry. Now that JWU is the most awarded collegiate advertising program in New England, other schools want our secret recipe.

18

STATE OF THE ART WITH HEART

As Johnson & Wales launches Rhode Island’s first physician assistant program, students learn to practice with a healthy sense of compassion.

24

MILITARY RATIONS

According to Napoleon, an army marches on its stomach. After schooling elite soldiers in sports nutrition, Chef Jonathan Poyourow knows how to fuel athletes going the distance.

DEPARTMENTS

- 02 From the Chancellor
- 04 Campus News
- 08 Athletics
- 28 Resource Development
- 30 Alumni News
- 32 Activities & Events
- 34 Class Notes
- 44 Career Update

FROM THE CHANCELLOR'S DESK



VERY FALL BRINGS

excitement to the Johnson & Wales community as our students return to campus, ready to embark upon another academic year. However, this year brings its own special significance, as it is the 100th anniversary of our founding.

It is befitting that in our centennial year, we've been recognized for what we've always done best. I couldn't be more thrilled that JWU has received the 2014 William M. Burke Presidential Award for Excellence in Experiential Education — the highest award given by the National Society for Experiential Education. This recognition reflects the hard work of our faculty and staff, especially during our previous strategic plan, *FOCUS 2011*, which raised the bar on quality in all that we do.

That same determination continues in our current strategic plan, *2017: The Centennial Plan*. It is designed to solidify JWU's status as an innovative leader whose education is recognized as an effective model of higher education. Recognition such as the Burke award is one such example of the success of our strategic planning efforts.

As the university matures, it is also branching out into other industries, most notably the health sciences. This June we welcomed

our first cohort of students to our new Master of Science in Physician Assistant Studies program, located in a renovated, state-of-the-art building in DOWNCITY Providence that is dedicated to the health sciences. In this issue we explore in depth our PA program — the first of its kind in Rhode Island.

We also look into a specialized curriculum in our College of Culinary Arts that intersects with the health sciences. Our profile on Chef Jonathan Poyourow examines the role that nutrition and physiology play in the development of athletic performance cuisine.

And finally, you may have noticed a different look to *JWU Magazine* with this issue. There have been significant advances at the university to better serve our mission, such as the expansion of academic programs and new and renovated facilities. To ensure that the magazine reflects these improvements, we have redesigned it from top to bottom, with new features and a new look. We hope you will enjoy reading it and that you'll stay connected with the JWU community.

Chancellor John J. Bowen '77

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Save The Dates

NORTH MIAMI CAMPUS

Annual Alumni Homecoming and Athletes' Reunion

January 23–24, 2015

PROVIDENCE CAMPUS

Annual All-Class Reunion

April 24–26, 2015

Visit alumni.jwu.edu to register
for the weekends and for a complete
list of alumni events.



CAMPUS NEWS

FACULTY EXCELLENCE

FACULTY FROM ALL COLLEGES converged at the Cuisinart Center for Culinary Excellence on May 2 for the inaugural Faculty Symposium on Excellence in Teaching & Learning. The event, presented by JWU's Faculty Center for Academic Excellence & Innovation, aimed to "link teaching, student engagement and assessment in transparent ways," explained Susan Pasquale, Ph.D., associate provost for faculty affairs. "It's about the journey, and not just about the outcome."

Deans tapped a cross section of faculty to attend and discuss their successes and challenges together. Areas of focus included critical thinking and problem solving, analysis and interpretation, and integration.

Participants shared current practices and brainstormed possible strategies that departments will implement according to their needs. "It's not a one size fits all," said Pasquale. "It's about being creative and innovative."

Plans included increased interdisciplinary collaboration, and expanded use of the case study method that models industry behavior in the classroom. This method would be used in all levels of programs and would increase in complexity as students progress. Also mentioned were ways to ensure content consistency in the same courses and advance rubric development.

The symposium is set to become an annual event, and the topic will vary year to year. The Faculty Center for Academic Excellence & Innovation has been pivotal

Assistant Professor
Ulrike Gencarelle
discusses ideas that
can be implemented
in the School of
Engineering & Design.

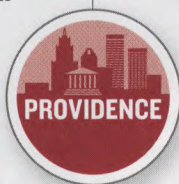


in developing a state-of-the-art faculty studio and commons area to increase camaraderie and facilitate discussions on best practices.

"I've been here for so long that I've approached this [exercise] with an appropriate amount of skepticism," Associate Professor Ed Korry admitted. "I'm amazed at how much the center has accomplished this year. It's really given faculty opportunities they haven't had before."

"What you do is amazing," Pasquale replied to Korry and faculty in attendance. "And we will support you in doing it."

— Jennifer Brouillard



R.I. GOVERNOR'S RACE TAKES TO THE JWU STAGE

"**IT IS EXCITING** to know that one of the six candidates participating in today's debates will be our next governor," said Providence Campus President Mim Runey, LP.D., as she welcomed the audience gathered to watch the first of two Rhode Island gubernatorial debates presented by NBC10 at Johnson & Wales University.

"Not only is 2014 an election year, it is also our university's centennial year. In 1914, two entrepreneurial women — Gertrude Johnson and Mary Wales — decided to start their own school to prepare students for the workforce," said President Runey. "These two women

were way ahead of the times. Back then most women did not work, never mind start their own business. In fact, six more years had to pass before women were granted the right to vote."

In November, Rhode Island voters will decide which of the six candidates who participated in the debates held in Schneider Auditorium on July 17 and September 3 will be the state's next governor.

For most of the summer, Schneider Auditorium was a prime venue on the Downcity Campus for summer orientation as students and their parents attended sessions on aca-



demics and student life. For two days, as the auditorium's proscenium arch glistened in the television lights, the topics turned to jobs and the economy, property taxes, immigration reform and a Constitutional Convention. It was the democratic process taking stage at JWU.

— Lisa Pelosi

BREAKTHROUGH BRANDING

ADVERTISING executive and filmmaker Deborah Riley Draper visited the North Miami Campus as a Distinguished Visiting Professor for the College of Management this spring. Draper was on-site to discuss her recent documentary about American designers and French haute couture in "Versailles '73: American



Darlene Cantor, director of experiential education and career services, Deborah Riley Draper and Michelle Garcia, associate dean and interim chair of the School of Business.



Runway Revolution" as well as to lecture on "Breakthrough Branding: How to Brand Yourself Like a Celebrity."

Riley Draper is vice president and director of experiential planning and marketing for BBDO Atlanta. Using her agency's work with AT&T's popular "Faster is Better" advertising campaign as a backdrop, she demonstrated the components of a successful brand: values, expression, rituals, antagonist and icons.

"To arrive at your brand, or a brand you're developing for a company, I suggest you open your aperture like you would on a camera," she said. "Let more light in and ask those questions so you can see what's really going on and where you stand out."

Riley Draper, who spent two years culling background material before releasing "Versailles '73," emphasized the importance of research in filmmaking and in her work building brands for clients: "I read consistently because it helps me learn more and see what's trending."

— Jordan Fickess

Members of Alpha Sigma Tau spearheaded a campus cleanup and collected more than 40 pounds of trash and recyclables.



CELEBRATING EARTH WEEK

IN HONOR OF Earth Week and to celebrate its designation as a 2013 Tree Campus USA®, the North Miami Campus hosted a series of events to educate the campus community about nature, recycling and sustainability. Kelsey Carter '15 brought several campus groups together to coordinate and host the events. Activities ranged from an outdoor yoga class led by Lucia Sanchez '08 in the Athletics department to a campus cleanup spearheaded by members of Alpha Sigma Tau sorority.

"We definitely created more awareness about taking care of the Earth, and the type of activities we can all do year round to maintain a healthy environment on campus," Carter said.

Carter worked with some of her peers in the College of Culinary Arts to plan and prepare a primitive cooking dinner without electricity. Guests dined on grilled delectables like skewered octopus and squid, forager salad and vegan capanada while seated outdoors in the campus' edible landscape.

The week concluded with a tree planting ceremony on Arbor Day. Students, who are actively involved in maintaining the 100-plus species growing in the edible landscape, planted a tree at the Palm Gardens residential hall. Plans for a community garden at the Biscayne Commons residential hall are also underway.

— Sharu Goodwyn

MIAMI NEW TIMES NAMES DEAN OZGA A FOOD ALL-STAR



NORTH MIAMI CAMPUS Dean of Culinary Education Bruce Ozga '92 was recently recognized as a Food All-Star by the *Miami New Times*. The title acknowledges people who have forged the city's unique flavor and paved the way for rising star chefs and restaurateurs.

Under his leadership, JWU embraced the local culinary community by establishing the annual ZEST awards in 2012, which acknowledge culinary excellence within the greater Miami area. Recipients have included alumni such as Michelle Bernstein '94, '03 Hon., Timon Balloo '00 and Jose Mendin '03, as well as community and industry leaders such as Hedy Goldsmith, Allen Susser and Richard Ingraham.

Dean Ozga credits an upbringing on his family's Connecticut dairy farm for his passion for farm-to-table cuisine, a practice he tries to instill within the college's programming. He received his associate degree in culinary arts and a bachelor's degree in food service management from JWU before earning a master's degree in education from Colorado State University.

— From *Miami New Times*

BREAKING GROUND ON THE FUTURE

Breaking ground, celebrating our centennial and cracking open a century-old safe — all were the talk of the Denver Campus, culminating a series of exciting events before commencement.

In May, the Denver Campus held a centennial celebration and groundbreaking ceremony with the campus community, and business and civic leaders. The event featured a keynote address by Colorado Lt. Governor Joe Garcia and provided a forum to announce the \$30 million renovation project for two iconic buildings on campus — Yena Hall and Centennial Hall, opening fall 2015.

Yena Hall (formerly the Student Center) will be transformed from an office building into a modern residence hall. Built in 1890, yet vacant since 1982, Centennial Hall (formerly Treat Hall) is on the National Register of Historic Places and serves as an important landmark. It will feature classrooms, student activity space, an auditorium with a multi-use shared space, and faculty and administrative offices.

“Centennial Hall will become a cornerstone of academic and student life for our campus and continue the legacy set forth by Miss Johnson and Miss Wales 100 years ago,” said Richard Wiscott, vice president and dean of academic affairs.

Leading up to the renovation project, Centennial Hall was open for tours that provided a rare opportunity to see the building’s interior before construction begins, including a century-old safe that had been locked for decades in the basement.

Director of Campus Safety & Security Pete Hemschoot hired a locksmith who was able to crack open the safe in under an hour.



FROM LEFT TO RIGHT: Richard Wiscott, vice president and dean of academic affairs; Cary Kennedy, Denver deputy mayor and chief financial officer; Scott Bemis '06 Hon.; Megan Couture '15, SGA student body president; Robin Krakowsky, Denver Campus president; Colorado Lt. Governor Joe Garcia; Kathleen Kenny Davia '94, pastry chef-owner of Gateaux Bakery; Richard Scharf '09 Hon., president and CEO of VISIT DENVER.



Students, staff and faculty gathered around the safe for the unveiling of its contents, which was also captured by two local news stations.

Though not gold, treasure was found inside including Colorado Women’s College yearbooks, bonds and records, some dating back to 1914. The safe will remain in Centennial Hall while its contents will be placed in the campus archives.

— *Melissa Izzo and Holli Keyser*

FSM PROFESSOR HONORED WITH INTERNATIONAL AWARD



DENVER CAMPUS PROFESSOR Scott Smith, Ph.D., CEC, CCE, was awarded the 2014 Chef Herman Breithaupt Award this summer from the International Council on Hotel, Restaurant and Institutional Education (ICHRIE). ICHRIE serves as the global advocate of hospitality and tourism education for schools, colleges and universities offering programs in hotel and restaurant management, food service management, and culinary arts.

Smith is a professor and program lead for the Food Service Management program in the School of Hospitality and has been at the Denver Campus since it opened in 2000. The award honors the memory of a pioneer in culinary education by recognizing outstanding achievement and contributions to food service education by a chef/educator.

“I like being with the students — that’s really what we’re here for and it’s been great watching them succeed,” says Smith. “I’m still working with some of the students I had in class more than a decade ago who are now in the industry.”

— *Holli Keyser*

FRATERNIZING IN CHARLOTTE

THEY ARE EAGER to make friends, build résumés and learn leadership skills. That is why students like Ted Watkins '15 are excited that for the first time, JWU Charlotte has Fraternity & Sorority Life on campus. Being a member of a Greek life organization, they say, is a major part of their college identity.

"Considering the array of students on campus, the number one goal is to maintain an environment that provides students with an opportunity of greater self-identity," Watkins says. "By heightening self-identity, their sense of belonging and success will open new doors and create a domino effect in the many other areas of their lives."

Matthew Sharp, director of student involvement & leadership, says Greek organizations will be a vibrant part of campus life: "We are confident that these groups will assist the campus in achieving our goals of Fraternity & Sorority Life, which are to build a diverse, inclusive and thriving community that offers opportunities for students to develop socially, intellectually and professionally."

After three months of communicating with national organizations, reviewing proposals and hosting campus visits, the Greek life committee chose Delta Phi Epsilon Sorority, Kappa Sigma Fraternity and Lambda Chi Alpha Fraternity. — Melinda Law Westmoreland



JUMPSTART FOR CROWDFUNDING

JEFF THOMAS, J.D., associate professor and college chair, School of Business, published his article, "Making Equity Crowdfunding Work for the Unaccredited Crowd," in the April issue of *Harvard Business Law Review Online (HBLR Online)*. The article analyzes the importance of the crowdfunding exemption contained within the Jumpstart Our Business Startups Act. According to Thomas, the exemption will, in theory, allow new ventures to raise funds from unaccredited investors — a large and currently under-

tapped source of capital. However, complying with the exemption's requirements is expected to impose significant costs on issuers, intermediaries and investors. The article proposes ways to mitigate those costs without compromising investor protection. *HBLR Online* focuses on publishing brief, timely articles by scholars and practitioners on law, finance and corporate governance. Combined with its semi-annual print version, *Harvard Business Law Review*, the two journals are the premier source for academic articles concerning business law. Thomas is a graduate of Harvard Law School.

— Melinda Law Westmoreland



CRUNCHING THE NUMBERS

THE SCHOOL OF BUSINESS has earned endorsement by the Institute of Management Accountants (IMA), one of the largest and most respected associations focused exclusively on advancing the management accounting profession. With this recognition, JWU Charlotte joins nine other schools including Penn State, Michigan State and Brigham Young University.

To earn the IMA's endorsement, a program must submit an extensive application documenting that a minimum of 70 percent of the tested topics of the CMA exam are covered in the curriculum.

"Endorsement by IMA is a great achievement that will help our undergraduate accounting students better prepare for rewarding careers in accounting and finance," says assistant professor Dawn Lopez.

Marcia Vinci, associate professor and president of the IMA's Charlotte Chapter, serves as a liaison between the university and the IMA. "Because our faculty help lead the IMA's Charlotte Chapter, our students already participate in several professional events each year," says School of Business Chair Jeff Thomas. "This endorsement will provide even more value for our students."

— Melinda Law Westmoreland

ATHLETICS

Raising a Wildcat

BY JOHN PARENTE

When the Providence Campus of Johnson & Wales decided to delve into the world of NCAA intercollegiate athletics in the mid-1990s, it faced the same growing pains as other institutions.

STUDENT-ATHLETES

and coaches had to feel their way around the landscape, often paying the price against better equipped, greater experienced and, frankly, more talented opponents. Rosters were filled through limited recruiting and, basically, by whoever showed up on campus.

Facilities were another factor. The only on-campus facility was the venerable Delaney Gym, which sat about 100 fans comfortably for basketball and volleyball, and made 5 a.m. practices for the baseball and softball teams a common occurrence. Every other team was at the mercy of municipalities or other institutions when it came time to practice or play home games.

Fans? Unless you were a friend of a player, on-campus interest in Johnson & Wales athletics was limited. But those teams were tenacious and fiercely competitive, forging bonds that remain to the present, linking humble beginnings to the flourishing athletic accomplishments that have made Wildcat Spirit palatable in Providence.

Over the first 20 years of their NCAA existence, the Providence Wildcats could boast of nearly 50 league championships in 11 sports, dozens of all-conference selections, 16 conference players of the year, and 19 league rookies of the year. Johnson & Wales bred All-Americans in baseball, wrestling and

basketball. More importantly, hundreds of Wildcats were Great Northeast Athletic Conference or National Collegiate Wrestling Coaches' Association All-Academic honorees over those 20 years, while teams in women's soccer and wrestling were named national academic champions by their national coaching organizations.

But what about our three regional campuses? Are the Wildcats of North Miami, Denver and Charlotte feeling those same challenges and reaching similar successes? How are they holding up?

The answers, apparently, are "yes" and "very well, thank you." The success of last year's JWU Cup, which involved the basketball teams from all four campuses, was only the beginning of the evolution of athletics at Johnson & Wales' three younger campuses.

The North Miami Campus has had its fair share of success as well. The 2005 NAIA national tournament champion Jim Renner '07 competed in the 2014 U.S. Open after a second-place finish at the AT&T Pebble Beach Classic. Renner helped his team to the 2005 NAIA national golf championship and to one of the Wildcats' seven NAIA regional titles. Similar to its Providence counterparts, the athletic program has produced 50 NAIA All-Americans since 2001, dozens of All-Sun Conference honorees and several academic All-Americans.

The 2015 JWU Cup for women will be held in North Miami. Director of Athletics Dave Graham hopes that women's volleyball will be next on the horizon, but says taking control of his infrastructure such as athletic trainers and game management staff is of equal importance.

"We'd like to take some of our teams and move into the upper half of the Sun Conference consistently," says Graham, noting that the 12-member league "is a great spot for us right now. We can provide our student-athletes with a chance to be on the national stage and provide a strong non-conference schedule against top-quality NAIA and NCAA Division II schools." That philosophy is not new — finding that level of competition is something that helped to forge the success of the Providence Campus teams of the 1990s.

Stephen Byrd has been at the helm of the Charlotte Campus' athletic program since 2007, but he's already seeing similarities with the growth and the challenges at the other campuses. "We have an opportunity in Charlotte to assess what's gone on at the three other campuses," Byrd says.

Denver Director of Athletics Sandee Mott added soccer and men's lacrosse last season, and looks forward to the addition of indoor and outdoor track for men and women in 2014-2015.

Growing pains are unavoidable there, too, however. Facilities and staffing a burgeoning program are her biggest challenges, as was the case two decades ago in Providence. "It takes time, but Providence has shown what having your own facilities can do for the student experience at all levels," she says. "We hope to find a permanent solution for facilities and for increasing our staff in our next strategic plan." Mott has been able to increase her staffing level to 11, including four full-timers. "The days of old with



[1] Denver Women's Soccer team in action.



[2] The first JWU Cup, where basketball teams from all four campuses competed.



[3] The Charlotte Ice Hockey Club in defense mode.



[4] The North Miami Golf Team tees off.

part-time coaches doesn't fit the college model anywhere anymore," she says.

Associate Dean and Executive Director of Athletics Mel Graf says the main criteria in the decision to grow athletics at all four campuses is the same. "First, are we increasing enrollment; are we generating new business by growing athletics?" she asks. "Then, are we creating a better on-campus culture? Will athletics help to grow the Johnson & Wales brand?"

"Of course," Graf says, "there are challenges, but they're not necessarily 'growing pains.' In Providence, for instance, it's much easier to find similar competitors because there are so many NCAA Division III teams in the Northeast. It's a bit different at the regional campuses. We're taking a slower and more moderate approach and coming up with a strategic plan that will make sense for

everyone. Those campuses are smaller, so we'll be more deliberate to make sure we are getting it right."

Senior Vice President of Administration Marie Bernardo-Sousa, L.P.D., says growth at the regional campuses is based on "what we can deliver, and deliver well. It's important that what's being taught in athletics complement what's being learned in the classroom.

"There's a natural connection; athletics is a rallying point for the entire community," says Bernardo-Sousa. "Athletics allows us an opportunity for social time; to learn about each other. It gives everyone a sense of place: students, participants, fans and alumni.

"I have a great deal of pride in our student-athletes," she adds. "Their character, the integrity they display, the sportsmanship ... and I see a community cheering on our teams. There's a tremendous sense of pride."

"The people in the trenches at all four campuses have the larger challenge," Graf says. "They see their particular situations and decide how to advance. Charlotte, for example, may be inclined to better balance its club sports and recreational programming with its smaller varsity programs. Denver may be more interested in lacrosse because of the much larger presence of that sport at the youth level. North Miami may have an altogether different challenge. Providence's program will be up to 24 teams by the end of the academic year."

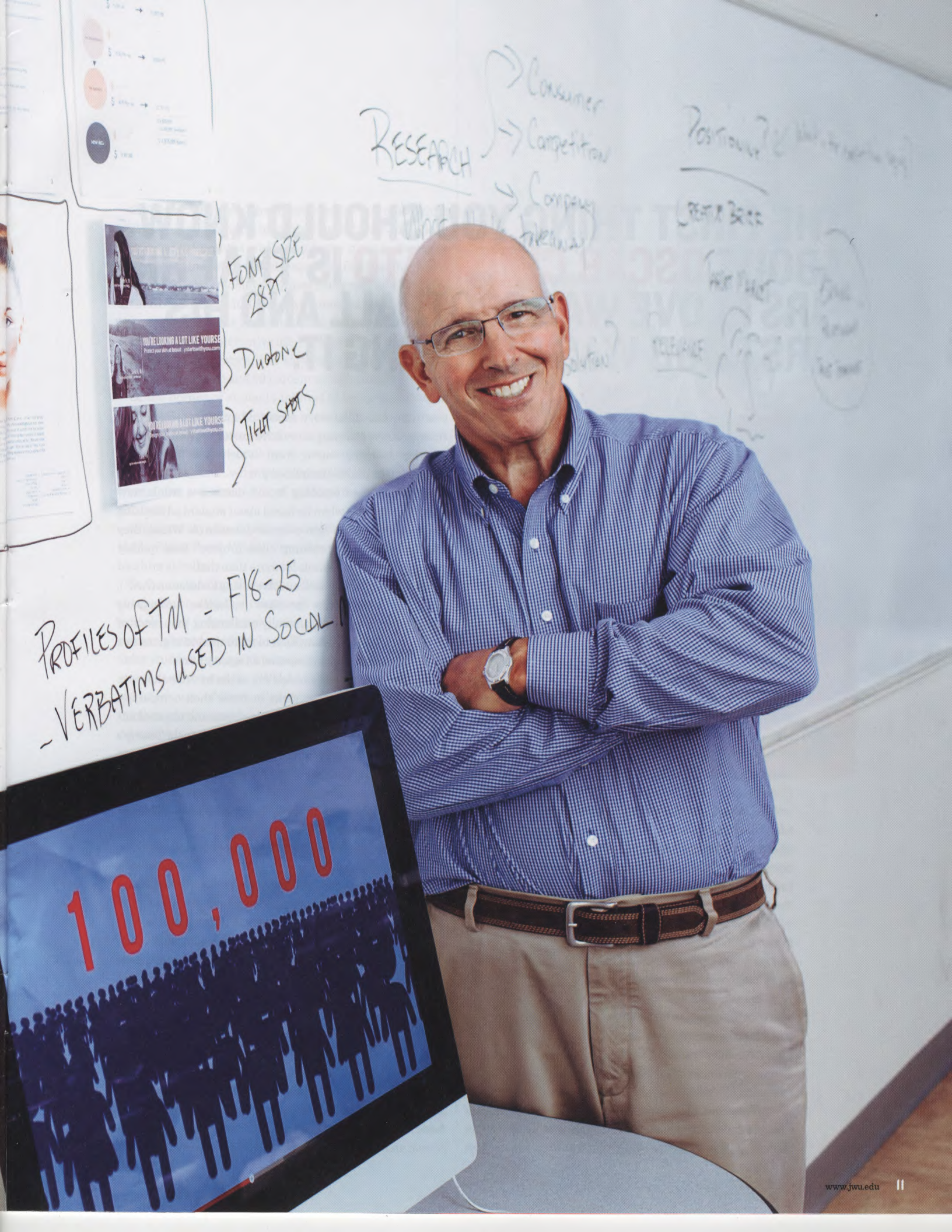
"Our campus administrations, our staff and coaches are committed to student-athlete achievement," says Bernardo-Sousa. Paraphrasing Thomas Jefferson, she adds, "and with luck and opportunity come success."



A CREATIVE REVOLUTION

BY JOANN MACKENZIE | PHOTOGRAPHY BY JARROD MCCABE

WHEN THE AD TEAM STARTED COMPETING, SOME QUESTIONED WHAT A “CULINARY SCHOOL” COULD KNOW ABOUT THE INDUSTRY. NOW THAT JWU IS THE MOST AWARDED COLLEGIATE ADVERTISING PROGRAM IN NEW ENGLAND, OTHER SCHOOLS WANT OUR SECRET RECIPE



RESEARCH

→ Consumer
→ Competition
→ Company
→ Marketing

Position? & Market position

Brand Brand

Target Market

TELEVISION

Direct and Indirect

Font size 28pt.

Duotone

Tight shots

PROFILES OF TM - F18-25
- VERBATIMS USED IN SOCIAL

100,000

THE FIRST THING YOU SHOULD KNOW ABOUT **OSCAR CHILABATO** IS THAT HIS FIRST LOVE WAS FOOTBALL AND HIS FIRST JOB WAS COACHING IT.

Fresh from earning an MBA at Providence College, a young Chilabato made an unlikely run for the gridiron, where he spent two years coaching on the collegiate level before tackling a more MBA-appropriate career in advertising, a business in which he excelled for some 25 years.

Chilabato does not, on first impression, seem especially coach-like. It's hard to imagine him barking orders, and by all accounts, he doesn't. His students describe him as more of a big teddy bear, and speak of him as caring and nurturing. Words like affable, engaging, warm, outgoing and fun also come to mind. But, he admits, "I can be tough. I like to win. And I'm very competitive." (With an emphasis on 'very.')

That would explain a few things.

Like how, for instance, under his aegis, Johnson & Wales' fledgling Ad Team put the university's name on the collegiate advertising map seemingly overnight, rising through the ranks of national contenders on the intensely competitive grid of the National Student Advertising Competition (NSAC).

"There was," chuckles Chilabato, "definitely surprise at how we came so far so fast. Early on, someone actually questioned what a 'culinary school' could know about advertising. And there we were, suddenly beating out the big regional name contenders — Emerson, Boston University, Boston College — and they were like, 'What's happening?'"

What was happening was that Oscar Chilabato was getting his coaching chops back. After more than two decades in advertising, he'd transitioned in 1998 from boardroom to classroom on the Providence Campus as an adjunct teacher in the advertising and marketing department of JWU's School of Business.

Chilabato had a lot of hard-won expertise to bring to that classroom. From early days selling advertising space at a Rhode Island newspaper and the climb to senior-level

positions, handling every aspect of integrated marketing from strategic planning to creative execution, he'd been on a nonstop learning curve from which he'd emerged a consummate, multi-disciplined pro.

But he realized teaching would demand a whole new learning curve. So when he heard about student advertising competitions in his first year at Johnson & Wales, they sounded like "an interesting class project." He'd quickly discover they were a whole lot more than that.

Sponsored by the American Advertising Federation (AAF), the NSACs are the premier collegiate advertising competition in the U.S., annually challenging thousands of students on 200-plus campuses in more than 15 regions in a competition modeled on an actual ad agency pitch.

Pitches are what ad agencies live or die by. How they win or lose business that can make or break their companies. Pitches are mental marathons, stress tests and physical endurance challenges. If you've ever watched Donald Trump's TV hit series "The Apprentice," you get the idea. There are often lots of other agencies competing and multiple dots to connect. Research, analysis, positioning, marketing insights and media plans must be airtight. Strategy must be bullet-proof. Creative execution and presentation must be dazzling. And the "big idea" better be bigger and better than what the other agencies are pitching.

The ultimate proof of professionalism, pitches are grueling — even for seasoned professionals.

So are the NSACs.

Just as in real ad agencies, a client — one of the AAF's 130 blue chip corporate members — provides a highly detailed brief of their brand's current marketing profile and objectives. This forms the rubric from which the student competitors develop their work. Over the years, JWU students have tackled briefs

issued by the likes of Toyota, the *New York Times*, Bank of America, Coca-Cola, Yahoo, AOL, State Farm Insurance, Nissan and JC Penney.



A sampling of the many trophies awarded to the Ad Team.

Chilabato, who is a great believer in the university's philosophy of "learning by doing," says "what these kids learn over the months leading up to the pitch is, basically, everything." Including the all-important fact that the industry is not for underachievers. Advertising may be a hybrid of art and business, but its famously glamorous highs — including generous salaries, location shoots, frequent travel, first-class hotels and the creative life — are hard won through the brand of diligent work that gave birth to the adage: one percent inspiration and 99 percent perspiration.

Of the hordes of students interested in participating in the NSACs, only a fraction remain once they realize what's involved. "There were just five on our first team," recalls Chilabato. "We were pitching Toyota, and when I saw what we were up against, what the 'biggies' like BU and Emerson were doing and their level of professionalism, I thought, 'Oh boy.'"

Chilabato says the experience was like competing to play in the Super Bowl. Which, given his passion for coaching, had him at hello.

So he ramped up the action. Building unabashedly on JWU's strengths as a business school, he developed an intensively research-based methodology. The AAF provides student teams with access to major research facilities and the JWU Ad Team makes signature use of them. Countless hours of number grinding yields all-important statistical analysis, resulting in bulletproof insights, strategies and tactics when challenged with an inevitable barrage of questions from client-judges:

Does the media plan have maximum reach and frequency?

Will the message resonate with the consumer mindset and demographic?

Will the integrated strategy maximize the best "bang for our buck?"

"You'd be surprised," says Chilabato, "how many schools don't map back to the client's marketing objectives," which, he believes, not only helps to develop on-target creative work, but helps to support and sell it. "You may think your ideas are great, but someone on the judging panel may not agree, and that can influence other judges. But if you can support your creative executions by mapping them back to objectives, your work can still win the day."

In the end, the work — which culminates in the creation of a fully integrated marketing communications campaign — gets poured into an all-important "plans book." A core component in the competition, the plans book is where Johnson & Wales' business-based methodology really shines.



"You may think your ideas are great, but someone on the judging panel may not agree, and that can influence other judges. But if you can support your creative executions by mapping them back to objectives, your work can still win the day."

Oscar Chilabato

At their second regional competition, the students came armed with 26 pages of an "airtight plans book" for the *New York Times* and missed first place by just one point. To come so close to victory was empowering, says Chilabato: "That's when we said, 'We can do this,' and really started getting traction."

That's also when the university started seeing the advertising program in a whole new light. "In 2003, we went from a two-year program to a four-year accredited major," he adds, "and I went from being an adjunct teacher to an associate professor."

Chilabato was soon joined by another associate professor, when — lured by the Ad Team buzz — Christine Ure transferred from Career Development, where she'd been running the internship program.

The NSACs are a magnet for top industry recruiters looking for fresh talent, and Ure's background gave her the expertise to know what recruiters seek and to "coach" participants accordingly. "We've opened up relationships with

some great agencies who recruit from JWU," says Ure. In Boston, that includes Arnold Worldwide, Digitas and Hill Holliday; BBDO, Deutsche, McCann Worldwide and MEC Global in New York. In Providence, Duffy & Shanley, a prominent local agency, has become a second home to team members who've interned there.

Like Chilabato, Ure has a passion for coaching (in her case, her daughter's field hockey team), and like Chilabato, she is competitive. But "Chris has a different perspective," says Chilabato. "She's less logical and more intuitive about how people think and feel." Working together as advisors to the Ad Team, the yin-yang partnership proved a powerhouse.

JWU was on a roll. Year after year, it won the regionals, victories that qualified them for the national finals.

Just for the record, JWU is currently the most awarded collegiate advertising program in New England, sweeping

the District Championship five of the past six years. On a national level, the university placed in four consecutive years: JWU came in third in both 2011 and 2012 and ranked fourth in 2013 and 2014. The university was also honored for having the best plans books nationally in 2012 and 2013. This spring, they were the top semifinalist going into the national competition in Boca Raton, Fla., where they took the coveted honor for best presenter.

"Boca was a tough pitch," says team member Katie Vreeland '14, who picked up the prestigious best presenter award. The client, Mary Kay Cosmetics, was looking to rebrand itself to target a younger demographic: new millennial women. There were a lot of moving parts, including creating a new strategy integrating digital, social and traditional media. The challenge was to do this without threatening the brand's existing sales model or alienating its established older consumer base.

"Our approach to developing plans books was a huge help," says Vreeland. "It lays it out like you're telling a story." Asked for her top three tips for presenting, Vreeland doesn't miss a beat: "Rehearse, rehearse, rehearse." Humor doesn't hurt either, she adds. Laughter loosened things up at the Mary Kay pitch when she announced that "after thousands of hours of research and analysis and quantification we arrived at a consumer insight: Girls love makeup."



A comprehensive plans book for client Mary Kay Cosmetics. After exhaustive research, the consumer insight was "girls love makeup."

Despite JWU's signature emphasis on business-based, data-driven strategies, its Ad Teams have developed a reputation for highly original thinking, and for producing stellar creative talents who went on to work for major agencies and corporations.

According to Evan Dunn '09, who joined the team in 2007 while pursuing his associate degree, "Ad Team reveals creative talent students might not even know they have."

Vreeland's story is typical. Although her talent for photography — her original career path — had always been evident, while working on the Mary Kay pitch her flair for writing catchy copy emerged. She is now what the industry calls "a creative," writing copy at HZDG Marketing in Maryland.

Like Vreeland, Dunn's copy skills emerged while working on his first team pitch in 2007. Before that, he says, "I was pretty typical of a lot of college kids who have no real idea of what they want to do." Now a copywriter at New York's 360i (*Adweek's* digital agency of the year two years running), Dunn started producing award-winning work while still at Johnson & Wales, contributing no fewer than a dozen silver bowls for creative excellence in the student category at Boston's prestigious Hatch Awards, helping the group to win more Hatch Awards than any other college.

Dan Higgins '06 worked on the 2006 Ad Team and, like Vreeland, remembers "lots of nights sleeping in the classroom." Higgins, who is now a digital strategist at Boston's Arnold Communications, also served in Afghanistan. His Ad Team experience was "much like the military; very disciplined and regimented."

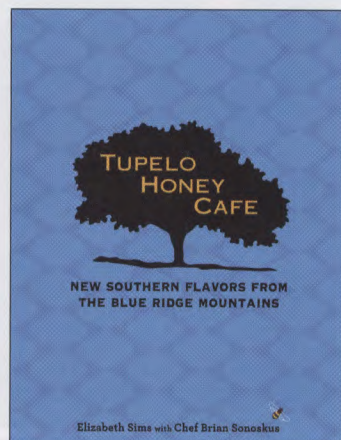
That Ad Team discipline and work ethic, notes Ure, has a trickle-down effect on students' overall academic performance: "We get people graduating summa who'd started out as somewhat indifferent students." Tom Nolan '09 got his first job at the 2006 nationals in San Francisco where he landed several interviews with headhunters, who annually flock to the competition.

Once they're established out there in the industry, according to Ure, team alums are their own best recruiters. "When I see JWU Ad Team on a résumé," says Higgins, "I'm going to want to hire or recommend that candidate."

"You know," says Chilabato, "not to be corny, but I really feel like we are all this big family, and I couldn't be prouder of them if they were my own kids." Obviously, the "kids" second that emotion. Last spring, a few of them installed a trophy case in the university Ad Lab to proudly display all of their impressive awards.


In the world of collegiate advertising, these prizes are the equivalent of the Oscars. And as the Ad Teamers will tell you, they wouldn't have won them without Oscar Chilabato. **JWU**

Ink by University Authors




TUPELO HONEY CAFÉ New Southern Flavors From the Blue Ridge Mountains (Andrews McMeel Publishing)

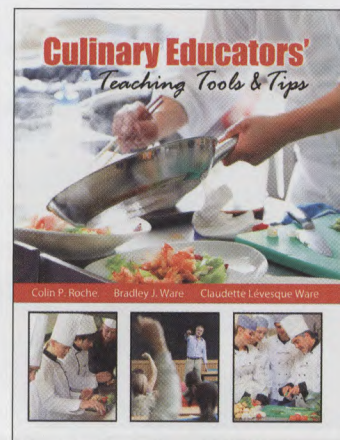
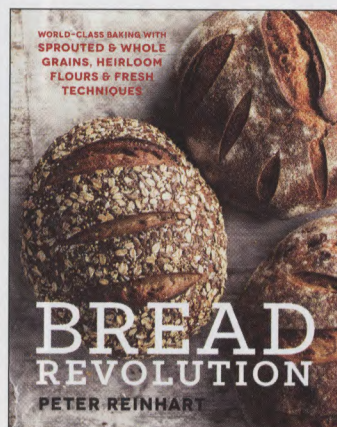
Hanker for Acorn Squash Stuffed with Bacon Bread Pudding? Or Dressed Up for Company Onion Casserole? **BRIAN SONOSKUS '89** and writer Elizabeth Sims highlight the diversity of his Asheville, N.C., Tupelo Honey Café's Mountain South menu with 125 new dishes as a sequel to their earlier 2011 collection: "Tupelo Honey Café: Spirited Recipes from Asheville's New South Kitchen." This volume features lush photography, descriptions and stories of the history and food culture of the Blue Ridge Mountains and Parkway as well as food and drink recipes. (Try the Appalachian Limoncello.)

 **ONLINE** > tupelohoneycafe.com/collection/cookbook

BREAD REVOLUTION World-Class Baking with Sprouts, Whole Grains, Heirloom Flours & Fresh Techniques (Ten Speed Press)


Charlotte Campus Chef and author **PETER REINHART'S** collection of bread books is on the rise. An expert on everything from cold fermentation to the oxymoronic sounding gluten-free bread, Reinhart has produced his tenth baking-related title (three of which have won James Beard Awards). With 50 recipes and formulas, his latest publication incorporates cutting-edge advice including allergy-friendly approaches and new flours based on grape seeds, emmer, einkorn and other ancient grains. Even the French will embrace his recipe for wheat croissants.

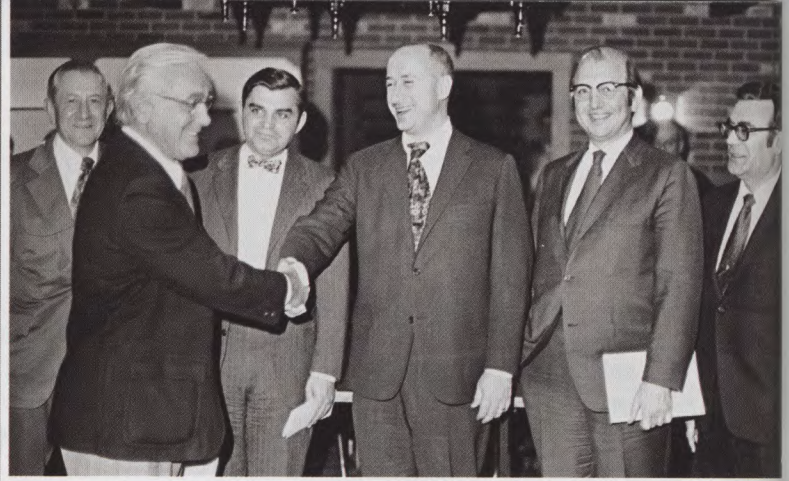
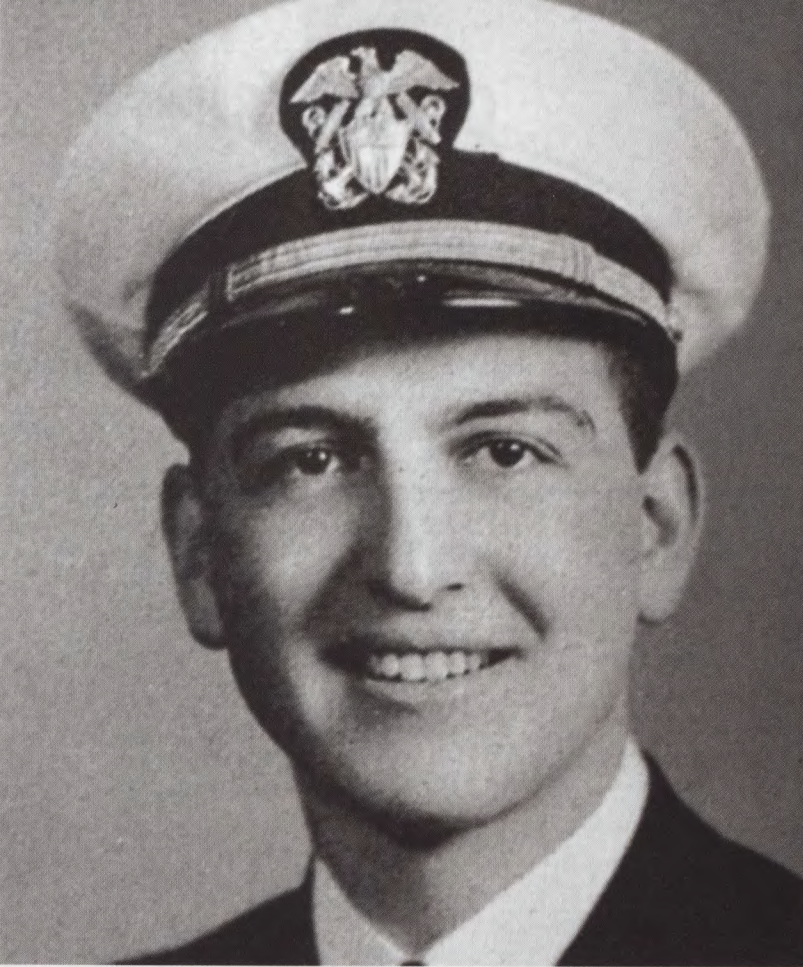
 **ONLINE** > amazon.com/Bread-Revolution-World-Class-Sprouted-Techniques/dp/1607746514



CULINARY EDUCATORS' TEACHING TOOLS & TIPS (Kendall Hunt)

For educators who want to lighten their homework load, three professors have collaborated on this extensive manual. North Miami Campus Professor **COLIN ROCHE**, along with Providence Professors **BRADLEY WARE** and **CLAUDETTE LÉVESQUE WARE**, share advice on everything from grading rubrics to integrating technology into the classroom and labs. The book balances pragmatic tips on lesson planning with the psychological aspects of teaching, including how to motivate and engage students. Call it a cheat-sheet for teachers.

 **ONLINE** > kendallhunt.com/roche_ware



REMEMBERING AND HONORING

Louis E. D'Amico '00 Hon.

TEACHER, MENTOR, TRUSTEE

This fall, Johnson & Wales University will honor Louis E. D'Amico '00 Hon., the university's first faculty member and one of its longest serving volunteers. In his memory, and to recognize his family's gift to the university, the busy first-floor auditorium of the Yena Center will be named D'Amico Auditorium. "With the D'Amico name prominently displayed, the university community can reflect on the career and dedication of a man whose enthusiasm for education was inspirational," noted Chancellor John J. Bowen '77.

Lou's wife, Mary, and her children and their spouses Laurie and Mark Tigan, Louis "Lee" and Martha D'Amico, and Lissa ('98 MBA) and Bennett ('98 MBA) Singer, made their gift without restrictions, to be used by the university to advance its most important priorities. "We want our gift to reflect Lou's commitment to and trust in JWU, and a gift to be used at the discretion of the university's leadership seems to us the best way to do that," said Lissa Singer.

Lou passed away in November 2013, after a 66-year history of service to Johnson & Wales University. A Providence native, he attended Brown University, served in the U.S. Navy during World War II and, in 1947, graduated from Harvard Business School. In 1948, he became JWU's first faculty member when Edward Triangolo '80 Hon. and Morris J. Gaebe '98 Hon., who met the young Lou at the lunch counter at 40 Fountain Street in Providence, hired him to teach small business management and accounting.

He taught for three years in a basement classroom in Plantations Hall. Students in his classes were always alert, first because he was a compelling, enthusiastic teacher; and second because he spoke loudly due to an injury to his hearing that he had suffered during his military service.

In 1951, he joined Duro Finishing LLC in Fall River, Mass., as controller. He helped grow the company from 60 employees to more than 1,200. Among them was the father of

a young musician who wanted to do nothing but cook, a profession the father disparaged. Lou guided the man's son, the young Emeril Lagasse '78, '90 Hon. to an education in culinary arts that fueled a successful career as an industry icon. "Cooks will one day be rock stars," said Lou to assure the senior Mr. Lagasse of his son's choice and the soundness of Lou's advice. His prediction came true.

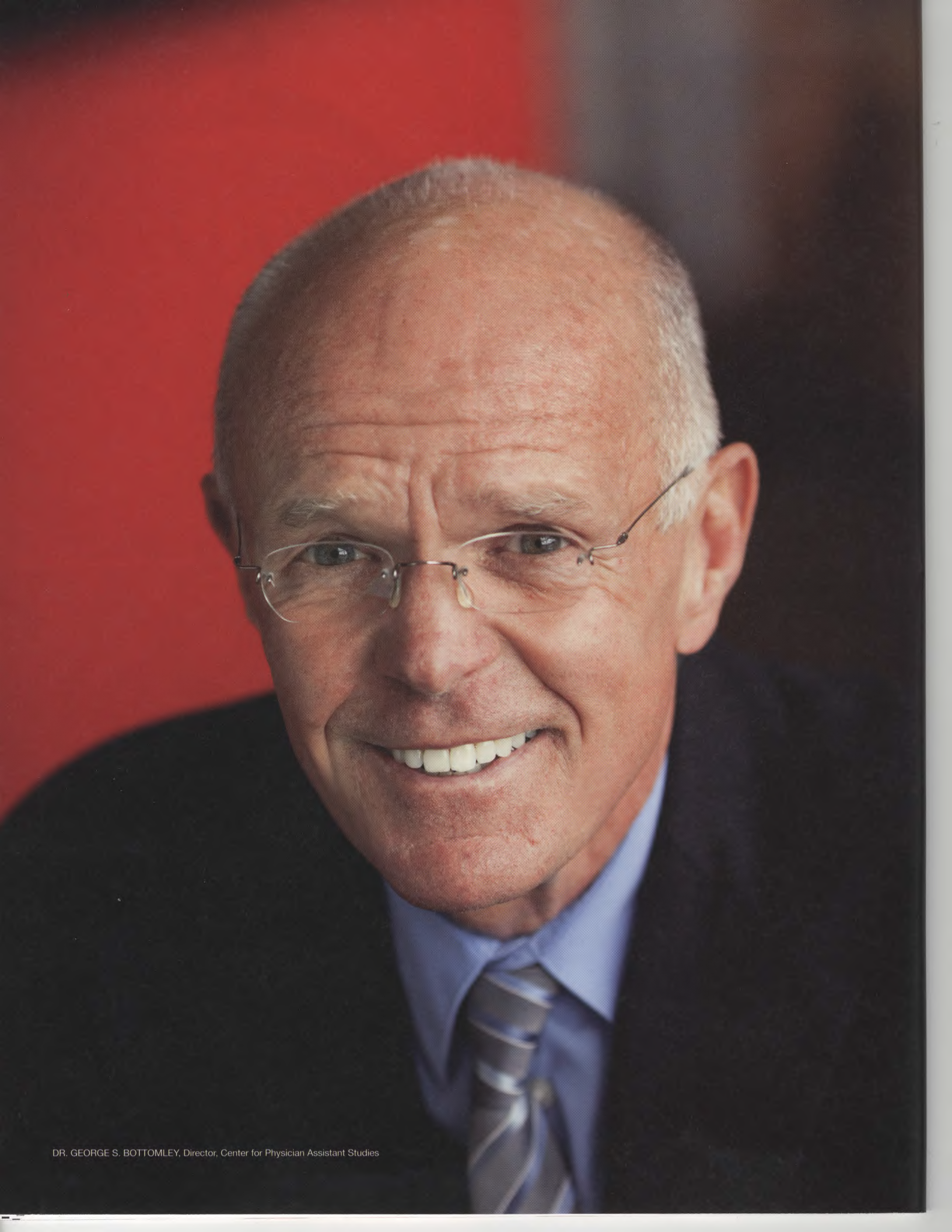
Between 1947 and 1988, JWU transitioned from business school to junior college to university. Lou remained a trusted advisor and lifelong ambassador for JWU, providing extraordinary service, according to John Yena '06 Hon., JWU's chairman of the board emeritus. Lou officially joined JWU's Board of Trustees in 1973 when the university launched its hospitality and culinary programs. His perspective as a teacher and his experience as an accountant served the university well over the years. Many of his contributions in policy development and governance remain in effect today. In 2007, he was named a Legacy Trustee.

A believer in education, Lou used his money to support his values. In 2004, he established the Louis D'Amico Scholarship at the university, which provides scholarship aid to junior and senior accounting majors. In the past 10 years, the scholarship has helped more than a dozen students in the College of Management.

Lou was known for his fearlessness and willingness to try something new, and he had a sense of how a university operates. His understanding of finance and real estate was useful as the university acquired new properties in Providence, from the original Plantations Hall (now Wales Hall) to the burgeoning Harborside Campus. He always seemed to know the right thing to do.

In 1948, Lou was intrigued by Triangolo and Gaebe's vision of a school where students come first and are trained to get good jobs. During his lifetime, he remained involved in the business of education, looking out for the little guy and mentoring small businesses. Between 1947 and 2013, he and Mary never missed Commencement exercises, the celebration of student achievement and promise, which seemed to Lou to represent the realization of the JWU dream.

— Julia S. Emlen



DR. GEORGE S. BOTTOMLEY, Director, Center for Physician Assistant Studies



state of art with The heart

AS JOHNSON & WALES
LAUNCHES RHODE ISLAND'S
FIRST PHYSICIAN ASSISTANT
PROGRAM, STUDENTS LEARN TO
PRACTICE WITH A HEALTHY
DOSE OF COMPASSION

BY AMANDA HOUP
PHOTOGRAPHY BY KATHLEEN DOOHER

As we enter the Gross Anatomy Lab, the temperature drops dramatically.

Goosebumps form on my arm as I reach for a lab coat and put on two pairs of latex gloves. Turning a corner, seven surgical tables come into view, each topped with a body-sized blue bag. A computer monitor is mounted over each table, and a camera is fixed to the ceiling in the front of the room. Laura Coral '16, the student I am shadowing, explains that the instructor can position her table under the camera to demonstrate surgical techniques in real time. This helps the students, who are grouped four per cadaver during Anatomy Lab, to perform dissections correctly.

A stack of glossy anatomy books sits in the room's center for students in need of a quick reference. As I flip through one of the books, Coral asks me if I would like to see a cadaver. I tell her yes and we walk to the front of the room to the longest blue bag. As she unzips the bag, she tells me that their class has been studying neurology, which involves removing the brain to understand its parts and functions. She is gentle and respectful as she identifies different body parts for me. Near the liver, I see an area of flesh covered in small yellow patches. When I ask Coral what these are, she exclaims, "Those are epiploic appendages!" and explains that these are small pockets of fat that line the colon.

Coral's enthusiasm is so infectious that I forget my apprehension. I stand, staring into a cadaver's chest at lunchtime, and all I can feel is awe at the human body and curiosity about its systems. Coral meticulously puts everything back in place, covers the body in a soft, ivory flannel wrapping,

and together we zip up the bag. We walk to the back of the room where Coral shows me the brain that they have been studying this week, teaching me the function of each part. We also look at a set of intestines and a gall bladder, which has an emerald center. When I marvel at its green color,

Coral fervently nods and tells me that it contains bile, which aids in digestion. When we are finished in the lab, we head to the kitchen for lunch, disposing of our gloves in a biohazard container and washing our hands thoroughly in the sinks that line the front wall.

On our walk over, Coral explains that the anatomy lab was a major factor in choosing Johnson & Wales' new Physician Assistant (PA) Studies program on its Providence Campus. She tells me that at most other programs, PA students share cadavers with medical schools, often accessing them only after medical students have finished their

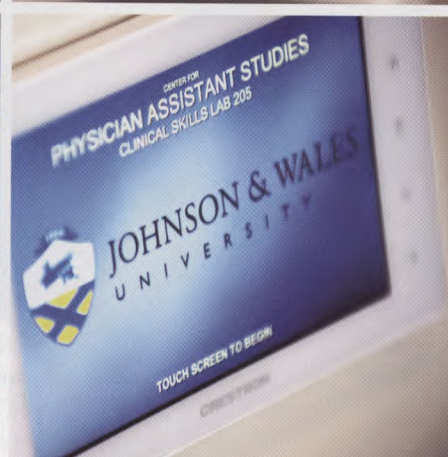
dissections. This means that PA students get less of the hands-on experience that drew Coral to JWU. "I have always been a very hands-on person and I wanted to get that dissection," she says. The ability to practice in this lab under the guidance of her professors gives Coral confidence for her future practice.

DEDICATED FACULTY

I met up with Coral after her immunology exam. Throughout the morning, we talked about her childhood in Chelmsford, Mass., and her family, who are Colombian. She became interested in health care when her grandmother,



Student Monica Souza works in the Gross Anatomy Lab.



The Center for Physician Assistant Studies is designed, from floor to ceiling, to help students achieve their goals. Each of the building's classrooms is state of the art, making the school's mission of teaching humanistic medicine shine through. Humanistic medicine focuses on creating respectful and compassionate relationships between health care professionals and their patients.

who still lives in Colombia, was diagnosed with Type II diabetes. A biology major at UMass Lowell, she sought out jobs related to Latino health and diabetes, and landed a position as a research assistant for the Latino Diabetes Initiative at Harvard Medical School's distinguished Joslin Diabetes Center. Her experiences at Joslin strengthened her interest in a health care career and led her to research PA programs around the country.

The warmth and commitment of JWU faculty impressed Coral just as much as the facilities. Upon visiting the campus, she found that "their passion radiates from them in the first five minutes." Seeing this level of dedication was crucial to her decision to join JWU's inaugural class. "I just felt their positivity and how many hopes and expectations they had for their first class," she said. "You could just see that they want us to succeed. They are giving us the best resources that we would need for that. And that just really made me want to be part of it."

Earlier that morning during Coral's first class, Professional and Health Policy Issues, I could see exactly what she meant. Rebecca Scott, Ph.D., the instructor (and senior academic coordinator for the program), warmly greeted each student by name and handed them a giant sticky note and marker as they entered the classroom. As the students interacted with her, they visibly relaxed, letting go of the residual tension from the exam. She then handed each person a slip of paper with an historical event written on it, such as the Civil War, the Great Society and September 11th. Each student wrote down as many details as possible about their assigned event. Lists complete, they arranged their

descriptions on the wall chronologically, and presented to the class. Scott gently and helpfully filled in any missing details.

It was clear from this exercise that the students weren't afraid to make mistakes or ask questions. This is an attribute the program's director, Dr. George Bottomley, values: "Rewarding curiosity is a hugely important concept for me and for the faculty that I hired," he said. "We look for students that have brains and hearts, but also that spirit and curiosity ... that can really motivate them to do whatever they want." Once all of the students had shared, Scott began a lecture on the evolution of public health policy, directly relating her lecture to their presentations and highlighting how this history enriches their evolving field.

INNOVATORS IN AN EVOLVING INDUSTRY

The sense of history and practice demonstrated in Scott's class is emphasized throughout the building. A second-floor wall displays a timeline of the physician assistant field. It begins in 1967 with the first graduating class of PAs from Duke University and ends with JWU's inaugural class, highlighting their contribution to a burgeoning field. On the first floor, a series of pictures shows the history of the building and how it was remodeled to house the classrooms and students that fill it today. Evidence of the neighborhood's changing face can be found everywhere — in the newly poured sidewalks that surround the building, and in the clusters of trees waiting to be planted in the open lot across the street. Both the inside and outside of



“There’s not a more collaborative practitioner than us around, just by definition. We don’t want to be autonomous of physicians; we want to be part of a team.”

Dr. George S. Bottomley



Inaugural class student Laura Coral '16

the building give the distinct impression that big things are happening here.

Within the walls of the Center for Physician Assistant Studies, exciting things are definitely happening. Practically speaking, there is no better time to become a PA. In a 2014 list of the best master's degrees for employment, *Forbes* ranked PAs number one. Several factors contribute to this demand. For one, over the past decade or so, the United States has faced a shortage of primary care providers. At the same time, the population is rapidly aging and many more people have chronic health conditions such as diabetes or hypertension. Moreover, the passage of the Affordable Care Act (ACA), which mandates health coverage for all, has increased the number of insured patients seeking primary care. This confluence of factors has both exacerbated the primary care shortage and intensified the demand for approaches to care better suited to chronic disease management and geriatric health.

The ACA attempts to address both of these issues with provisions to increase the number of primary care providers and incentives for innovative and team-based approaches such as patient-centered medical homes. These strategies allow providers to attend to larger numbers of patients because labor can be divided so that supervising physicians can focus on complex health issues while other staff, such as PAs, handle routine visits. Ultimately, team-based approaches result in lower health care costs and greater efficiency.

Because PAs are typically supervised by a physician, they are particularly well-suited to work in teams to provide health care. PAs are given the authority to examine, diagnose and treat patients, and are allowed to prescribe medication in all 50 states. Bottomley says, "There's not a more collaborative practitioner than us around, just by definition. We don't want to be autonomous of physicians; we want to be part of a team." Students like Coral agree. When she envisions her future, she imagines working with Latino patients and playing a pivotal role in preventing Type II diabetes: "I see myself providing medical care but also providing education and nutritional advice. I see myself taking part in a group effort."

The center is designed, from floor to ceiling, to help students like Coral achieve their goals. The brand new building, which is located in Providence's former Jewelry District, is extremely modern and resembles a jewel box with its deep red, rusty orange and bright yellow accents. The waiting area features a wall of windows from which the sun pours in, kissing the colors and making them pop. The structure is a mix of steel, cement and maple, a comfortable space that holds everything a student might need. On the second floor, a common room with an adjacent kitchen and locker rooms allows students to store scrubs, a change of

clothes, books and food. Common spaces are surrounded by group study rooms, computers and printers. A look around reveals that these rooms are well-used; the large wipe boards in each study room display the aftermath of the morning's exam — carefully drawn anatomical diagrams and other immunology notes written in various handwriting.

Each of the building's classrooms is state of the art. The patient care classroom, where I ended my day of shadowing, features a long center table surrounded by 12 exam rooms. Each one is equipped with a bed, a yellow stool on wheels, a curtain for privacy, as well as the familiar wall-mounted blood pressure cuff, thermometer, ophthalmoscope and audioscope. During

this particular class, Scott demonstrates a standard neurological exam. At the end of her lecture, she excitedly shouts, "Now, we practice!" The students then break into groups of three. One acts as the patient, one as the PA, and the third reviews the procedure list to ensure that no steps are missed.

As they proceed through each step, Scott walks around to observe. Nearly every cluster of students stops her to ask a question. She answers each one, demonstrating procedures and watching her students mimic her actions. Although this is just practice, the students are so intent on getting each component right and communicating what they are doing that they seem to forget that they are interacting with a classmate rather than a patient.

It's in these moments that the center's mission of teaching humanistic medicine shines through. Humanistic medicine focuses on creating respectful and compassionate relationships between health care professionals and their patients. Its core values include integrity, altruism, empathy and service, qualities which are also emphasized in the JWU admissions process. According to Bottomley, "We really look for students who have a philanthropy of spirit ... who have a history of giving of themselves to something greater than themselves. We look for volunteerism."

SOMETHING FOR ALUMNI TO BE PROUD OF

Together, all of the program's pieces — its humanistic orientation, admissions process, curriculum and even the facility itself — will yield an inaugural class of highly skilled and versatile PAs. Just as the center has transformed the neighborhood, its first graduates will indelibly shape the health care industry. Bottomley believes that the program is something that Rhode Island and alumni should be proud of: "JWU is continuing to do what it has always done, which is to educate students to be good, important citizens and make a difference. They are certainly doing that with this program. This building is a metaphor for what the university will be doing for the next hundred years." **JWU**

For more information about
JWU's Center for Physician
Assistant Studies, visit:
<http://www.jwu.edu/pa>

Nutrition Facts

Soleur multilive

Contenance (Unité) : 1/8 d'apricot (90 g)

% Daily Value
% valeur quotidienne

Calories / Calories 330

Total Lipides 2 g 3%

Saturated / Saturés D.E.

Trans / Trans 0 g

Cholesterol / Cholestérol

Sodium / Sodium 2 mg

Carbohydrate / Glucides

Fibre / Fibres 9 g

Sugars / Sucres

Protein / Protéine

Vitamin A / Vitamine A

Vitamin C / Vitamine C

Calcium / Calcium

Iron / Fer





MILITARY RATIONS

ACCORDING TO NAPOLEON, AN ARMY MARCHES
ON ITS STOMACH. AFTER SCHOOLING ELITE SOLDIERS
IN SPORTS NUTRITION, CHEF JONATHAN POYOUROW
KNOWS WHAT FUELS
ATHLETES GOING THE DISTANCE

By Miriam S. Weinstein '08 MBA

I F YOU MESS UP IN CHEF JONATHAN POYOUROW'S CLASS,

you may end up on the floor. Literally. Doing push-ups. Corporal punishment? Hardly — it comes from a healthy place. Having risen to the rank of captain in the United States Army, 33-year-old Chef Poyourow '03, an assistant professor in the culinary nutrition department at the Providence Campus, embodies a distinctive perspective on health, wellness, nutrition and patriotism. Early on, he knew two things: He wanted to go into the military and he wanted a career in a professional kitchen.

As the grandson of a World War II bomber pilot and air traffic controller, his DNA pumped a robust call to duty that was deepened by the stories of his best friend's father, a Vietnam veteran. His aspiration for a culinary career evolved from the prototypical dishwasher job he held at his history teacher's bar and restaurant back in his native New Jersey. There, he had his first glimpse of the pace and energy of the business. Poyourow's mother made certain that her son's military dreams were put on hold. "She sort of put the kibosh on it and told me I needed to go to college," he notes. And like a good son, he did as he was encouraged.

ILLUSTRATION BY SARAH HANSON

WITH HIS FOCUS ON CULINARY ARTS, HE SET OFF TO COMPARE TWO WELL-KNOWN SCHOOLS: JWU AND THE CULINARY INSTITUTE OF AMERICA (CIA).

I absolutely loved the college life that JWU presented,” Poyourow recalls, “and I wanted to continue playing soccer, something Johnson & Wales offered and CIA didn’t.” Unfortunately, a knee injury during his senior year in high school cancelled his athletic plans for college, but not his academic ones.

“My first year was a blast,” he says, recalling his freshman year of 1999. “The culinary nutrition program had just begun and my buddies and I were like, ‘What is this? You get to blend culinary and sports?’”

The study of nutrition and its impact on athletes was emerging as faculty were engaging students with this new curriculum. Poyourow added muscle to his culinary résumé, taking an internship his sophomore year as a chef at The Highlawn Pavilion, a critically-acclaimed fine dining establishment located in West Orange, N.J., some 15 miles west of New York City, perched amidst the Watchung Mountain range with a panoramic view of the iconic Manhattan skyline.

Then came Sept. 11, 2001. That day, back home in Caldwell, N.J., Poyourow’s younger brother overslept. Because their father, a risk advisor for an insurance company that occupied some eight floors of the South Tower of the World Trade Center, had to drive his son to school, he missed the train and was late to the office. Poyourow describes how his father glanced up through his car’s sunroof as he pulled into the building’s parking garage and noticed smoke. He then witnessed a plane heading straight into the building. For the young chef-to-be, this near life-and-death moment rekindled his personal call to duty.

Two years later, Poyourow, by then in his senior year at JWU, along with a fellow culinary nutrition student, Taylor Park, were in their department chair’s office. As culinary

nutrition majors, their professional intentions were to become registered dietitians. Essentially, anyone in the U.S. seeking this career must first complete an undergraduate degree and then compete for the limited internships available throughout the country. Each spring since the culinary nutrition program was launched, this annual match generates a palpable tension every April as students and faculty await the results.

Back in the chair’s office, Park passed an application to Poyourow and remarked, “Here, this one’s for you.” Poyourow remembers taking a quick glance at the application and catching his breath. He couldn’t believe what he held. It was his future. Shortly thereafter, Poyourow was on his way to Fort Sam Houston in San Antonio, Texas, to become the first JWU graduate to participate in the U.S. Army’s dietetic internship program. After a year of basic officer training, he was ready for his internship to begin at Brooke Army Medical Center.

“I was there with other graduates who came from big schools with heavy food science backgrounds but no food service experience,” he recalls. He must have stood out because he was armed with a degree in culinary nutrition, restaurant experience and entrepreneurial experience as the owner of Life Force Inc., his own personal trainer venture.

Following the nine-month internship, he was off to his first military assignment at Martin Army Community Hospital in Fort Benning, Ga., where he was introduced to the world of special operations. There, he held the title of deputy chief, Nutrition Care Division. His fellow students were occupational therapists, physical therapists and physician assistants. He continued his military coursework, which included jump school and parachuting, pursuing an Expert Field Medical Badge (E.F.M.B.). When Poyourow started the

program, he was one of 250 students. When he finished, he was among 11 remaining. The coveted, prestigious award has, according to the U.S. Army, a passing rate of five to 25 percent, making it one of the most difficult badges to earn in the U.S. Army and definitely the most challenging in the U.S. Army Medical Corps.

One day, as Poyourow and his fellow students, all Ranger Medics, were hanging out after class, discussing sport fitness, hydration and nutrition — all aspects that impact a military special operations brigade, he found himself face-to-face with an Army Ranger Surgeon. He knew the officer’s rank from the medical caduceus that adorned the lapel of his battle dress uniform. Along with the traditional snake and wings, there was the letter “S,” for surgeon, emblazoned over it to distinguish his medical area of expertise. Poyourow’s pin had the letter “D” which had typically signified dentistry. In this face-off, the surgeon — who Poyourow joked looked like Superman with that “S” — interrogated Poyourow’s status. “Are you a dentist?” he questioned, gruffly. When Poyourow replied, “No sir, I’m a dietitian,” the surgeon blurted out, “What the (expletive) is a dietitian?”

Poyourow has a deep and soothing voice, which may have deescalated the surgeon’s mindset. The two started talking about Poyourow’s nutrition background, and the surgeon was drawn in by his knowledge. He told Poyourow to stop by his office when the course was completed.

Unbeknownst to Poyourow, the surgeon then decided to create a brand new position — that of a dietitian — and Poyourow fit the bill. Poyourow wrote the protocols for the role and continued his training with the expectation that he would take the newly created position and deploy for Afghanistan with the Rangers. But a practice night jump resulting in a broken foot and herniated discs in his back changed the plan.

Instead, Poyourow joined the 101st Airborne Division in Fort Campbell, Tenn., where he remained for three years as the division dietitian. There, he oversaw the University of Pittsburgh’s Sports Science Lab, funded by a congressional grant. Poyourow compares this injury prevention soldier optimization laboratory to the Gatorade Sports Science Institute and the National Football League



(NFL) Scouting Combine (an invitational where college players perform in front of National Football League coaches) mixed together, but with a military focus. In addition to the physical training and analysis, he taught soldiers about sports nutrition — a precursor to his Athletic Performance courses.

Eventually, Poyourow did deploy to Afghanistan for nine months to serve in Operation Enduring Freedom as both chief medical operations officer and division dietitian for Joint Task Force 101. Upon his return to the U.S., he completed his commitment to the Army, working at the Dwight David Eisenhower Army Medical Center at Fort Gordon, Ga., before reentering civilian life. While he was exploring opportunities with corporations around the nation, his civilian executive chef, also an alumnus of Johnson & Wales, suggested he check their alma mater.

T.S. Eliot wrote, “We shall not cease from exploration, and the end of all our exploring will be to arrive where we started and know the place for the first time.” That line of the poem “Little Gidding” became a reality when Poyourow arrived back at JWU in 2013, this time at the front of the class.

In any one of the sections of his Athletic Performance Cuisine course, currently a requirement for all culinary nutrition majors, Poyourow drills students with military precision. “Not every culinary nutrition student wants to be a dietitian, or an athletic chef, or a sports dietitian,” he reflects. “What’s important about the class is the basic understanding — cooking through carb exchanges.

Poyourow describes how his father glanced up through his car’s sunroof as he pulled into the building’s parking garage and noticed smoke. He then witnessed a plane heading straight into the building.

Understanding carb exchanges is crucial, especially for those students who will work with patients. For those who want to go into the food science realm, it’s a good trick to have in the bag.”

Athletic Performance Cuisine is an advanced laboratory course that emphasizes how food can enhance athletic performance. The course focuses on creating menus specifically geared for the training tables of various sports. Students utilize and apply their knowledge of nutrition, biochemistry, anatomy and physiology to develop individual assessments and menus for specific disciplines.

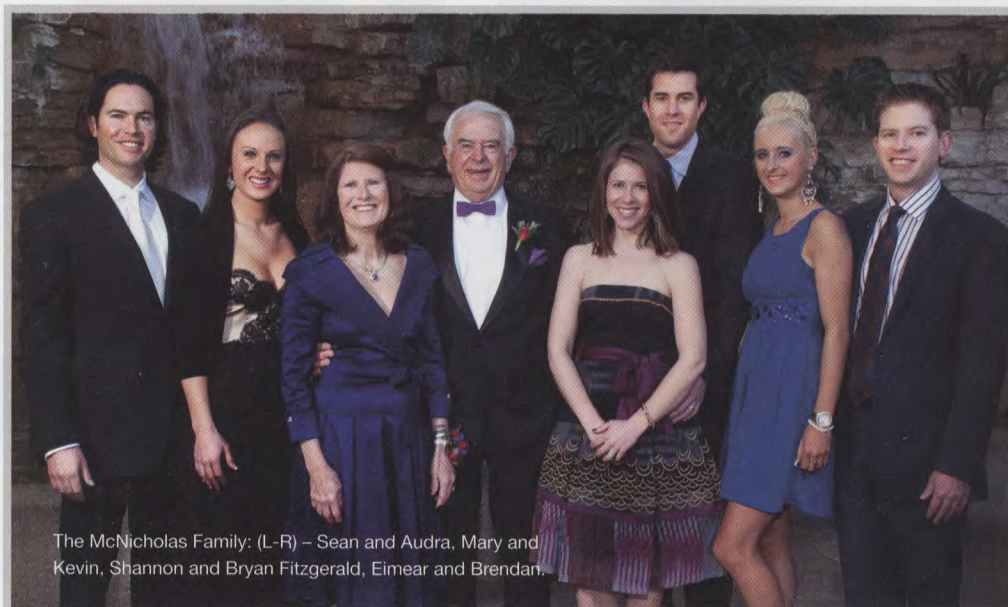
Under the guidance of Poyourow, students plan, prepare and serve dinners designed for the university’s sports teams. Previous

classes have prepared Chinese New Year-themed dinners for the Martial Arts Club. The men’s soccer team was treated to a World Cup-themed dinner. Maintaining nutritional integrity, students created dishes representing the countries participating in the World Cup. There was steak roulade and chimichurri sauce, described as a Brazilian classic. Desserts included salutes to Team England with an English breakfast tea smoothie and to Team France with a croquembouche, a traditional French tower of cream puffs dunked in caramel, filled with decadent chocolate raspberry mousse and topped with spun sugar and fresh raspberries on the side.

One class wanted to go high-end for the rowing team and serve plated entrées and desserts. “Sports nutrition tends not to be super fancy,” Poyourow comments. “I told them they can go really fancy as long as the food quality is top notch and their calculations for the meals are perfect.” Based on the metabolic needs of a rower who requires consistent power during this endurance sport, similar to a marathon athlete but for a shorter period of time, the students scored. Menu items had a Rhode Island spin with an appetizer of mushroom-stuffed calamari and an entrée of lemongrass clambake, which included little neck clams and chorizo sausage.

No push-ups were required during the making of that meal. **JWU**

RESOURCE DEVELOPMENT



The McNicholas Family: (L-R) – Sean and Audra, Mary and Kevin, Shannon and Bryan Fitzgerald, Eimear and Brendan.

PHOTO PROVIDED BY SSA

LIONS AND DOLPHINS AND BURGERS – OH MY!

If you have visited any of the world-class zoos and aquariums in cities such as Dallas or Denver, then chances are you've noticed that the food and gift shop offerings are not what you remember from your childhood. These cultural attractions now specialize in chef-driven, globally-inspired food options, enticing souvenir and retail outlets, and customer experiences that can rival the finest resorts of the world. Moreover, they all share one thing: Denver-based Service Systems Associates (SSA) and the Kevin McNicholas family. Also known as KM Concessions, SSA is recognized for its commitment to quality; a strong history of ethics; and a reputation for being the best provider of visitor services in the zoo, aquarium, and cultural attraction industry.

SSA annually serves more than 25 million visitors, and has hired hundreds of JWU graduates and students who share the company's ethos. Alums like Andrew Ruehmer '05, sous chef for the Cincinnati Zoo & Botanical Garden (ranked the third-best zoo in the country by *USA Today*) and Kurt Boucher '96, executive chef at Café Rendeuous at the Colorado History Center (he faced off against celebrity chef Bobby Flay on Food Network's "Iron Chef" several years ago) have helped SSA become a major force in their industry. "SSA has become one of the top employers for our students. They have a fantastic

experience with SSA, and we are fortunate to have them on our list of supporters," says VA Hayman Barber, director of experiential education & career services.

The man behind SSA's success is chairman of the board and founder Kevin McNicholas, a visionary entrepreneur who started his business on a handshake in 1971 to provide souvenirs and press box catering at Denver's Mile High Stadium. Together with his son, Sean (president, chief strategic officer and co-owner), daughter Shannon Fitzgerald (director of catering sales and operations), and the talented leadership at SSA, Kevin is committed to giving back to the communities where they have operations, including Johnson & Wales University.

In 2012, Kevin and his family established the T. Kevin McNicholas Foundation, a nonprofit focused on the education needs of young people, preparing them to enter the workforce with character, ethics and leadership skills (TKMFoundation.org). The organization funds scholarships for Denver Campus students enrolled in the College of Culinary Arts. According to Kevin, "Helping young people achieve great things has always been important to me. It is our hope that these scholarships will have a far-reaching impact on the lives of our young people, lifting them up, holding them close, and delivering them into vocation with strength of conviction."

— Kara Johnston

MADAM CHEF

MARY L. ERWIN SIMPSON '09

established the MadamChef Scholarship that will support students who are studying culinary arts, fashion and entrepreneurship. She is the owner of MadamChef Couture International, which specializes in making custom chef coats for women, as well as other designer lines within the culinary arts industry. She is the first Charlotte graduate to create a scholarship with JWU since the campus opened its doors in September 2004. During the third annual Student Alumni Association's Low Country Boil, held on the Charlotte Campus

each spring, Simpson talked to seniors and alumni about the importance of being philanthropic and giving back to their alma mater.



"I want every student at Johnson & Wales to have the resources they need to succeed," she said. "I established the MadamChef Scholarship to help one student each year make his or her dream a reality in spite of their past, because the future is their choice being made one decision at a time in the present. I want to be a part of the alumni of JWU because it is imperative that alums say to the future, 'We believe in you!'" Simpson, a North Carolina native, resides in Washington, D.C., with her husband Kevin.

— Chris Plano '93, '95 MS

ONLINE > madamchef.com

C.H.E.F. INCREASES SCHOLARSHIP SUPPORT FOR NORTH MIAMI CULINARY STUDENTS

The check was in the mail and this year JWU deposited \$25,000 from the Culinary and Hospitality Education Foundation (C.H.E.F.) of Southwest Florida's 2014 scholarship fundraiser. This year's award from the foundation goes directly to support eligible culinary and hospitality majors at the North Miami Campus during the 2014-15 academic year. JWU's relationship with C.H.E.F. began in 2007 with an award of \$8,000, and over the past seven years, C.H.E.F. has contributed \$121,000 to JWU for scholarships for students from Collier and Lee counties who are studying culinary arts and hospitality on the North Miami Campus. Through C.H.E.F., the Bonita and Naples

Chapters of the Chaîne des Rôtisseurs and others in the community serve the culinary and hospitality arts professions in southwest Florida, providing scholarships, awards and skills development opportunities.

"We're committed to helping local people in the culinary and hospitality industry to further their educations and enhance their careers," says Judith Hushon, president of the foundation.

"We're pleased to work with JWU because we want these talented young students to stay in Florida, to serve our residents and visitors to the west coast of Florida."

Since 2007, C.H.E.F. has supported more than two dozen students. Larry Rice, Ed.D., '90,



interim president and dean of academic affairs at the North Miami Campus, agrees: "C.H.E.F.'s interest in educating students for the local culinary and hospitality market is important to us. For

close to a decade, the foundation and its members and supporters have been faithful investors in helping us provide an accessible and affordable education to our students. We are indeed grateful."

In 2013-14, five students, all from Naples, Fla., shared some common attributes: their love for JWU, a strong work ethic, and their appreciation to C.H.E.F. for supporting their studies with scholarships. — *Julia S. Emlen*



THE MAN BEHIND THE BRANDS

You'll recognize many of the companies Philip S. Renaud II '73 has been associated with over the years: Abercrombie & Fitch, Bath & Body Works, Cacique, Victoria's Secret, Henri Bendel, DHL, Kmart, JLG Industries, and Shoe Corporations of America. What you might find unfamiliar is the capacity in which he has worked with these companies. He has been the architect of large-scale risk management programs, including risk finance, safety, claims and regulatory compliance; helped develop product recall risk transfer solutions; and assisted companies in managing liability after Chapter 11 filings. His work has taken him to Asia, Western Europe, the Caribbean, Mexico and Latin America.

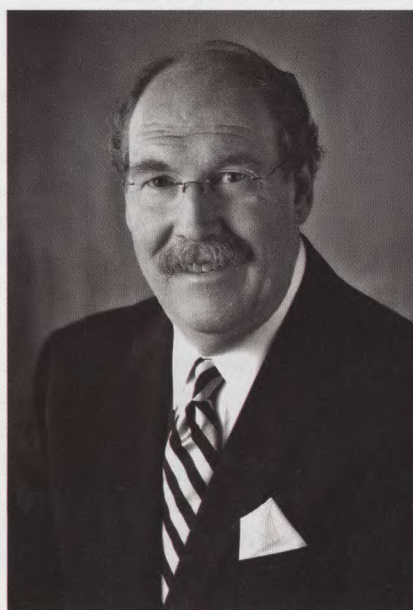
Johnson & Wales University also knows Renaud as a supporter of students on the Providence Campus through his gifts to scholarships. In 2013, he established an endowed scholarship in his name with a gift of \$50,000 for students enrolled in the

School of Business. He is especially interested in supporting students in risk management or accounting programs. He plans to continue to build the Philip S. Renaud II CPCU '73 Scholarship with a gift this year.

Renaud began his association with Johnson & Wales as a freshman from Woonsocket, R.I. He graduated in 1973 with a bachelor's degree in business administration. He went on to receive his master's degree in business administration from Hood College in Frederick, Md. In 2012, he joined Risk International and now manages the company's Columbus, Ohio, office.

Renaud remembers his experience at Johnson & Wales with fondness and appreciation. "JWU opened so many doors for me that I want to be in a position to give back in some way," he says. "When I first entered JWU, I had dreams, and the professors I met over the next four years provided a basis to fulfill those dreams. Like so many JWU students back then, I went to school and worked full time in order to make those dreams a reality. They were difficult days, but I made it and never stopped learning during my 40 years in business."

— *Julia S. Emlen*



ALUMNI NEWS

Mission Quest

A significant number of JWU students and alumni consider charitable or hybrid business/nonprofit ventures. The Center for Entrepreneurship offers a primer on how to identify appropriate tax structures and unique market identities

By Matt Scanlon

When John Robitaille, executive director of the Larry Friedman International Center for Entrepreneurship, reflects on three years of working with students and alums at the center — the hub for entrepreneurial activity on JWU's Providence Campus — he is quick to point out a remarkable statistic: “I’d say a little less than half of the people who speak with me are interested in starting social ventures with either a not-for-profit or a hybrid profit/nonprofit component.”

The former business owner and 2010 candidate for R.I. governor says he is not ready to draw long-arc conclusions based on that proportion, but that it has demolished a few stereotypes concerning millennials. “Those who have bought into the notion of the millennial generation as being spoiled and entitled should spend some time at the center,” Robitaille says. “Students who work here have a strong leaning toward social issues.”

RECENT PROJECTS

SharkFest is an annual entrepreneurship competition where JWU students and alumni compete for startup seed money. At this year’s event, Food4Good founder **Julius Searight ’13** presented the essentials of his venture, a food truck that transforms from a comfort-food commercial venture by day to a mobile soup kitchen for feeding the less fortunate after hours. Searight’s market savvy and charisma earned him first place and \$2,500 to help establish Food4Good.

Another nonprofit presentation was that of **Nicole Guzman ’14**. Her Bounce Back program aimed to combine education, child care and career motivation in one center for struggling residents of the Bronx, N.Y. In past years, student-imagined programs included **Brandon Monti ’14**, whose True Monti organization inspired high school students to market fashion products and then contribute profits to charitable causes. **Mohammed Kamara ’13** envisioned his Enlighten the Youth organization as a way to provide education resources to children in Africa, concentrating on his native Sierra Leone. (See the Winter 2014 issue for more information on Monti and Kamara.)

MARKET REALITIES

Idealism isn’t the sole motivating factor for these startup hopefuls. Even a sanguine glance across the job landscape reveals considerable challenges, not least an unemployment rate greater than 15 percent among those aged 19–29, according to Generation Opportunity, a youth advocacy organization. An entrepreneurial response to torpor, explains Robitaille, is to build a position that meets new and unique needs, rather than plug into existing, often aged paradigms.



“Creating an institution that includes a nonprofit component can be a very successful way of contributing to the greater good and establishing a dynamic personal identity,” he explains. “Part of the assessment that we do, however, is to sit down with each student who has an idea that has societal-betterment impact — but with an associated commercial component — and determine whether they’d be better off launching as a for-profit company or not. Once profitable, would the company then contribute to a charitable cause or would it be better off as an entirely nonprofit model?”

From soup kitchens to health care assistance, environmental planning groups to youth recreational clubs, the pure not-for-profit structure possibilities are virtually without limit, though Robitaille warns that certain economic inevitabilities apply to all such organizations. A detailed mission statement, market distinctiveness, overhead accounting, plus staff capabilities, bookkeeping, day-to-day operations and governmental licensing structures all have to be part of organizing principles.

“You can be well-intentioned and have a great idea, but for sustainability and true effectiveness, you’ve got to be good at what you do multidimensionally,” he explains. “You can do more good by doing well. If you don’t understand business — cash flow, raising money, selling things, reaching customers, convincing customers and donors to connect with you in a personal way — in a financial way, you’re not going to be successful.”



LEGAL OBSTACLES AND OPPORTUNITIES

Searight ran into some structural headwind early, in his application for federal nonprofit authorization. Typically, an idea such as Food4Good would require 501(c) authorization. Searight waited six months for the approval which, while potentially deflating, isn't atypical: The IRS reports that it typically takes 180 days after submission for forms to be submitted to an agent for review.

"I could still fundraise to a certain extent and look for equipment donations, but most people giving any sizeable amount of money want to see your 501(c) so they can write it off," Searight says. "It was very difficult to raise funds in the meantime." Even without federal tax-exempt status, nonprofit startups can perform some operations by allying with larger charitable organizations. Financial sponsorships from existing nonprofits such as the United Way, for example, will allow fundraising and other financial activities to be run through their systems (such groups usually take a five or six percent cut for handling revenue), but Searight was keen to have his own organization in place.

For students with ventures that are principally commercial, but with a charity or nonprofit corollary component, Robitaille detailed a relatively new option: a low-profit limited liability company (L3C). "A type of limited liability company designed to attract private investments and philanthropic capital in ventures designed to provide a social benefit," according to nonprofitlawblog.com, an L3C offers the flexibility of being able to disperse profits to business owners, but includes the stipulation that its charitable or social mission be the priority.

"When I read about L3Cs, I get very excited about them," Robitaille says. "The concept is certainly enticing — a hybrid entity that increases marketing, revenue and charitable possibilities in every direction. I recently met with attorneys at the Roger Williams School of Law, however, and they described a reluctance to suggest them, both by CPAs and attorneys. The trouble is they haven't been out there that long, and the IRS hasn't really promulgated a lot of rules or considered many test cases for auditing them." He says people are hesitant to be guinea pigs, but the structure is absolutely one that startup entrepreneurs should consider.

A GRATIFYING GRIND

Even after procedural hoops have been jumped through, the daily operations of a nonprofit can come as a considerable surprise. **John Nelson '90** rose from a life of homelessness and alcoholism more than three decades ago to graduate from JWU and ultimately become executive chef at Amos House in Providence. The nonprofit is one of the largest poor and/or homeless outreach programs in the state and currently its largest soup kitchen.

"You have to get used to unpredictability," Nelson offers on a quick break between service shifts. "To feed 500–600 people every day, we have to constantly search for money and food donations. Johnson & Wales, Brown University, URI, banks, high schools, restaurants and other businesses have made huge efforts in donations and fundraising, but to acquire that assistance you have to be great at describing how important your purpose is."

Thirty-two years after joining Amos House, Nelson still has fuel for that mission.

"I can't imagine anything more important than offering a hand to people who are on the edge," he says. "And the need is bigger than ever."

FROM TOP LEFT: John Robitaille advising students in his entrepreneurship class; Julius Searight '13; Brandon Monti '14; John Nelson '90.

Working at the Waldorf

The renowned Waldorf Astoria in New York City employs 11 JWU alumni; several graduates from the Providence Campus appear below.



LEFT TO RIGHT: Jasmin Howanietz '98, director of sales; Joshua Weissbard '95, assistant director of food and beverage; Andrea Sultan Gampel '14, manager rooms division; Blake Berg '12, manager rooms division; Cholong Kim '11, senior manager rooms division; Christopher Alexis '11, senior manager rooms division; and Vikram Sardana '00, director of rooms.



Atlanta Braves Game

Alumni in the Atlanta, Ga., area got together for their annual Family Day with the Atlanta Braves at Turner Field. Alumni enjoyed the day with a pre-game tailgate and then saw the Braves take on the San Diego Padres in major league baseball action.

ABOVE, LEFT TO RIGHT: Dwight Cunningham '00, Lori Goldblatt '95 and Angela Caso '97



Southern Hospitality

Alumni were invited to a very special event showcasing the partnership between Johnson & Wales and Tulane University. Tulane Program Director **Leah Sarris '05** and **April Bellow '05**, chef and owner of Killer Concepts, conducted a cooking demo on the Mediterranean diet and how it correlates with traditional New Orleans cuisine. Guests also enjoyed a three-course dinner.

Scenic Overlook

Alumni in the St. Louis, Mo., area reconnected in August at Moulin Rooftop. Overlooking the St. Louis skyline, the roof offered a beautiful view of the famed "Arch," Gateway to the West.



Durham Bulls Game

After a pre-game meet-up at Mellow Mushroom restaurant, Raleigh-Durham, N.C., area alumni saw some great AAA minor league baseball home game action by the Durham Bulls in early June.



South End Sundries

Boston area alumni met up at the South End eatery, Tremont 647. Owner and Executive Chef **Andy Husbands '92** hosted the crowd and served up delicious appetizers as well as news of his latest ventures.

LEFT TO RIGHT: Cathy Fisher, James Fisher '96 and Andy Husbands '92, chef/owner of Tremont 647.



Tampa, Fla., Reception

Alumni mixed and mingled at Cooper's Hawk Winery, one of the most popular spots in the Westshore neighborhood. **Adam Huffine '01**, executive kitchen manager, spoke about his career and time at JWU's North Miami Campus.



Orlando Happy Hour

Local alumni networked over cocktails while **Stephanie Schwab '12** of the Wyndham Resort in Orlando, Fla., presented on the new I-Drive 360/I-Shops project in downtown Orlando.

Worcester, Mass., Bravehearts

Alumni enjoyed an all-you-can-eat buffet prepared by Executive Chef and Director of Catering Operations **Matt Bibeault '88** and assistant catering manager **Kendra Sherman '11** while watching the Worcester Bravehearts take on the North Shore Navigators. Cheered on by her family and fellow alumni, **Elaine Van Leer '14** (pictured with the mascot) threw the first pitch at the game.



CLASSNOTES

1973

LARRY ROSENTHAL PVD

TRENTON, N.J.

Larry is the New Jersey state department commander for the Jewish War Veterans of the USA. He is also the national chairman of the Iraq and Afghanistan Committee for the JWW.

1975

JOHN MELIA PVD

WILMINGTON, N.C.

John has been appointed to a two-year term on the board of trustees of Cape Fear Community College in Wilmington, N.C. The retired U.S. Army colonel is also a mentor at the school's Veterans Center.

1977

PETER COOPER PVD

POMFRET, CONN.

Peter is vice president of development, consultant and design services at The Middleby Corporation, which is headquartered in Elgin, Ill.

1978

JANET BRESNAHAN PVD

WORCESTER, MASS.

Janet is an administrative assistant for the Worcester Elderly Affairs/Senior Center in Worcester.

BARBARA (WILLIAMS) BRADSHAW PVD

LAWRENCEVILLE, GA.

Barbara has been promoted to executive assistant to the vice president of nursing at Children's Healthcare of Atlanta.

PVD Providence
NMI North Miami
DEN Denver
CLT Charlotte
CHS Charleston
NOR Norfolk
VAIL Vail
 International

1980

SUZETTE MANN PVD

LANCASTER, PA.

Suzette is a culinary instructor at the Lancaster County Career and Technology Center in Brownstown.

1982

JOHN BABINEAU PVD

NORTH SMITHFIELD, R.I.

John is the director of food services sales at Harbar LLC in Canton, Mass.

1983

JOHN REED PVD

SKOKIE, ILL.

John is the owner/executive chef of Customized Culinary Solutions in Skokie.

1986

MICHAEL JUBINVILLE PVD

REVERE, MASS.

Michael is a medical writer with EBSCO Information Services in Ipswich.

1987

MARC ALKES PVD

WORCESTER, MASS.

Marc is the owner of Marc Alkes Insurance Company in Worcester.

1988

DARNELL DEANS PVD

JERSEY CITY, N.J.

Darnell is the owner and president of Unity Financial Strategies Inc. in New York.

KEVIN DOHERTY PVD

BOSTON, MASS.

Kevin is the executive chef at TD Garden in Boston.

EDWARD GANLEY PVD

HORSHAM, PA.

Edward is now working for Amtrak.

ALAN LAVENDER PVD

NORWOOD, MASS.

Alan works in real estate sales for Longwood Residential in Brookline.

DANIEL WAGNER PVD

BOSTON, MASS.

Daniel is the owner of Quickmoves in Boston.

1989

CHERYL CHRISTOPHER PVD

PAWCATUCK, CONN.

Cheryl handles group reservations for Foxwoods Resort & Casino Corp. in Mashantucket.

WILLIAM COOKE PVD

HOBOKEN, N.J.

William is director of event operations for Viacom Inc. in New York.

MICHELE COSTANTE-ROGERS PVD

BOLINGBROOK, ILL.

Michele is a travel agent with Avoyo Travel in Bolingbrook.

MICHAEL GIANNONE PVD

SUMMIT, N.J.

Michael is a police officer in Madison.

TIMOTHY HARRIS PVD

PALMYRA, PA.

Tim is a culinary arts instructor and career service specialist at the Pennsylvania School of Culinary Arts in Lancaster.

DANIEL LONGO PVD

MAITLAND, FLA.

Daniel is the owner of Help a Host Catering in Orlando.

MARK SARBELLO PVD

MIRAMAR, FLA.

Mark is a transportation manager for 1C Industries in Hialeah.

STEPHANIE SHIELDS-RYAN PVD

PAWCATUCK, CONN.

Stephanie is the owner/operator of a Subway Restaurant in North Stonington.

NINA WARREN PVD

NEWARK, DEL.

Nina is an administrative assistant in the Department of English at the University of Delaware in Newark.

1990

SCOTT GAGHAN '92 M.S. PVD

ST. LOUIS, MO.

Scott is the wine director for Eleven Eleven Restaurant in St. Louis.

1992

SUSAN CAPALBO PVD

WALTHAM, MASS.

Susan is a regional sales and pricing analyst for Whole Foods Market in Cambridge.

1993

DEBRA BENNETT PVD

QUARRYVILLE, PA.

Debra is the restaurant and lounge manager at Cafe 2400 in the Doubletree by Hilton resort in Lancaster.

BRADLEY MINES PVD

BELLPORT, N.Y.

Bradley is vice president of operations for Ruckus Brewing Co. in New York City.

1994

CHRISTOPHER CASNER CHS

SUMMERVILLE, S.C.

Christopher is the owner and executive chef of Just Eat This! catering and personal chef services in Charleston.

DEREK GREENWOOD PVD

SANTA CRUZ, CALIF.

Derek is a trauma emergency registered nurse working in a level 2 trauma ER in Monterey.


FRANK CAPASA '90
INSPIRED BY TELEVISION SHOW

Growing up in the '80s, **Frank Capasa '90** became hooked after watching one episode of the TV show "Hotel" and knew what he wanted to do. So he got his hospitality degree from JWU (founding Phi Sigma Kappa fraternity and meeting his wife along the way) and found his way to Ecolab.


Since then he has grown with the international company that provides safety and efficiency services to clients in 170 countries, holding numerous positions: "I've been fortunate enough to change my occupation three times over the last two decades and never change employers."

Frank attributes his tenure at Ecolab — something not many employees experience anymore — to hard work and the company's ethos. "The culture is rooted throughout the organization and transfers across oceans and borders. I am proud to work for a company that puts, above all else, the health and safety of their employees and customers at the forefront."

For a few years, Frank lived in Europe and North Africa, managing accounts whose health and safety standards varied from those in the U.S. More interesting, though, were the differences in customs and business protocols. Frank made sure to adopt the proper behaviors by traveling with colleagues native to the countries in which he worked.

Now based in New England as vice president of operations east for pest elimination (covering the Eastern U.S. and Canada), Frank basks in the impact that JWU graduates make on the industry. He was able to establish his career because "I understood customers' models, requirements and operational issues" and became the partner his clients needed to be successful.

— Shannon Robbins

 **ONLINE >** www.ecolab.com

BRETT ORLANDO PVD

WESTON, FLA.

Brett is area managing director for Thompson Hotels in Miami Beach.

JEFFREY PANDOLFINO PVD

COS COB, CONN.

Jeffrey founded Green & Tonic, a quick-service 100 percent vegan restaurant in Connecticut and New York.

1995
WALDEN AGUSTIN PVD

GLENVIEW, ILL.

Walden is a regional senior director of convention sales; he is responsible for citywide sales for the San Francisco Travel Association, a Destination Marketing Organization also known as a Convention & Visitors Bureau.

ROCHELLE JONSON '97 MBA PVD

SURPRISE, ARIZ.

Rochelle has been promoted to the position of vice president of outbound operations of SalesStaff, a Stafford, Texas-based provider of demand generation services, uncovering sales opportunities in their clients' target markets. She is directly responsible for the recruiting, onboarding, and training and development of SalesStaff's inside sales team. Having developed her career at companies like AT&T and Meraki (now Cisco), Rochelle's skill set blends information technology knowledge and overall sales expertise.

STEVEN LONG PVD

NORTH ATTLEBORO, MASS.

Steven is the strategic account manager at Acosta Sales and Marketing in Burlington.

DENNIS MEZIK PVD

CHICAGO, ILL.

Dennis is the senior sales manager for Hilton San Juan Collection, which includes Caribe

Hilton, Condado Plaza Hilton and El San Juan Resort & Casino.

1996
MICHAEL BARTOSHEVICH PVD

NASHUA, N.H.

Michael is self-employed as a financial service/health care consultant and photographer in Nashua.

WENDY MARCELLO PVD

BALTIMORE, MD.

Wendy has joined OrthoMaryland in Baltimore as marketing coordinator.

1997
PATRICIA CASEY PVD

NASHUA, N.H.

Patricia is the chief development officer for the Boys & Girls Club of Greater Nashua.

ROSEMARY REED NMI

SKOKIE, ILL.

Rosemary is account executive for Tasty Catering in Elk Grove Village.

JASON SCHWARTZENBERG PVD

NORWALK, CONN.

Jason has been named executive vice president at JLL, a tenant representation firm in Manhattan. JLL provides commercial real estate strategy, services and support to organizations around the globe.

1998
RICARDO FLORES NMI

WESTON, FLA.

Ricardo shared third place honors with Chef Alan Lazar as Signature Entree team competitors in the July 22 Cheney Brothers Food Service Buying Show. Ricardo is executive chef at the TPC Eagle Trace Golf Club in Coral Springs.

CLASSNOTES

1999

[1] DENNIS DEMARINIS PVD
NEW BEDFORD, MASS.

Dennis is director of the Gabrielle Dinsmore Heart and Hope Fund in Cranston, R.I.



BURAK EFETURK MBA PVD

ROSLINDALE, MASS.
Burak is regional manager of business travel for the Millennium Boston Hotel.

KEVIN HAVERTY '03 MBA PVD

BOSTON, MASS.
Kevin is a catering manager for ARAMARK at Boston University.

BRYAN SORENSEN PVD

ST. JOSEPH, MICH.
Bryan is the pastry chef at the Boulevard Inn & Bistro in St. Joseph.

2000

RHONDA CROWLEY CHS
VALPARAISO, IND.

Rhonda is the owner of Butter Flour LLC in Valparaiso.

ANNETTE MCKAY '02 MBA PVD

WARWICK, R.I.
Annette is an insurance sales representative with Bankers Life & Casualty in Warwick, R.I. She also sits on the board of directors of the Rhode Island chapter of the

Colon Cancer Alliance and has been a member of the Elks for 17 years.

2001

MICHELLE DELONG CHS
LANCASTER, PA.

Michelle is a marketing associate for Sysco Corporation in Harrisburg.

DAVID NEFF PVD

LANCASTER, PA.
David is the owner of Hunger-N-Thirst, a gastropub, marketplace and bottle shop in Lancaster.

[2] LAWRENCE PARKS PVD
WORCESTER, MASS.

Lawrence is business development chef with Manitowoc Foodservice. He works with U.S. and Canadian customers to optimize their utilization of Manitowoc's top brands, such as Convotherm, Merrychef, Garland, Lincoln and 14 others.



ERIN WISHON PVD
NAPERVILLE, ILL.

Erin is executive chef with ARAMARK Sports and Entertainment, overseeing the creation and production of all food within suites, catering, club and specialty concessions at Soldier Field in Chicago.

2002

KEVIN BARANOWSKI PVD
EWING, N.J.

Kevin has recently accepted a position as channel development manager at Ciena Corporation in New York City. Kevin and his wife Nicole '02, have also started a nonprofit foundation. The Luca John Foundation has been the source of financial and emotional support for families who have lost an infant child. It is one of the only national nonprofits that provides financial assistance to families for funerals and burials of their infant children and has become the first contact for hospitals, social workers and doctors who have patients that have lost an infant. The foundation's other mission is to provide grants to institutions that are increasing the survivability and quality of life of children diagnosed with all forms of skeletal dysplasia. The organization was awarded Guidestar's Gold Level as well as being named a "Top Rated Nonprofit" by Greatnonprofits.com. The foundation has been featured in *American Baby* as a parents' resource; worked with more 150 families in nearly every state; and been recognized by governors, prime ministers, Prince Charles as well as the Pope and other illustrious individuals.

CHRISTOPHER COOK CLT

SAN ANTONIO, TEXAS
Chris is the executive chef and food & beverage director at Sandy Oaks Olive Orchard outside of San Antonio.

STEPHEN OLIVERI PVD
METAIRIE, LA.

Stephen is a team manager for PEOPLExpress Airlines in New Orleans.

CASSANDRA KYRIAKIDES PIUMA PVD

CAMBRIDGE, MASS.
Cassie is the chef and co-owner at Sarma in Somerville, which was

ALUMNI OVERSEAS

1994

TIDTI TIDTICHUMRERNPORN MS PVD

CHIANG MAI, THAILAND
Tidti is vice president for academic affairs at Payap University in Chiang Mai. He has been teaching in the Hotel and Tourism Management Department for nearly 25 years.

2010

DENIZ KOSE NMI

Istanbul, Turkey
Deniz is head chef of Tom's Kitchen Istanbul. He began his career at Nobu Miami before relocating to his native Istanbul to work as a senior sous chef at the newly renovated five-star Divan Hotel and then as executive sous chef at Zuma Istanbul.

recently nominated Best New Restaurant in *Bon Appetit*.

2003

CATHERINE DOYLE PVD
SAN DIEGO, CALIF.

Catherine is a sous chef with Delaware North Companies at Petco Park, home of the San Diego Padres.

JOHN KARBOWSKI PVD
CARNEGIE, PA.

John is the chef/teaching kitchen coordinator at Google Pittsburgh.

STEVEN LABADIE NMI

DENVER, COLO.
Steve is the front office supervisor at The Crawford Hotel, a new hotel inside Denver's Union Station.

BRAD STANBRIDGE PVD

MINNEAPOLIS, MINN.

Brad is the warehouse manager for ARAMARK at the Minnesota Vikings stadium in Eden Prairie.

2004**DIANE GOMES PVD**

BUZZARDS BAY, MASS.

Diane is the general manager of the Holiday Inn Express in Braintree.

GARY HULTS NOR

CRANSTON, R.I.

Gary is a Heart of House team member at the Buffalo Wild Wings in Warwick.

BARBARA MARSHALL NOR

STRASBURG, PA.

Barbara is a catering chef with S.O.O.P. Catering in Strasburg.

LESTER MCCOY II NMI

TAMPA, FLA.

Lester is general manager of dining services for the Hillsborough County Division of Children Services' Lake Magdalene Campus.

GISELLE NERI NMI

MIAMI, FLA.

Giselle is a corporate sales manager at Crowne Plaza Miami International Airport Hotel.

2005**CHRISTOPHER BIONDO '07 MBA PVD**

BROOKLYN, N.Y.

Christopher has been promoted to regional director of revenue management at Standard International Management, overseeing the company's two New York City properties: The Standard, High Line, and The Standard, East Village.

STEPHANIE CALABRO PVD

JOHNSTON, R.I.

Stephanie is the front office manager of the Holiday Inn Boxborough in Massachusetts.


**AUSTIN GALLION '04****NAPA VIEWS**

The panoramic mountain views of Napa greet **Austin Gallion '04** every morning as he arrives to work at Vineyard 29, bags in tow with the freshest and finest ingredients Napa's farmer markets have to offer. As director of hospitality and executive chef, Austin creates Asian-soup-spoon-sized food servings that pair perfectly with Vineyard 29's Cru wines. While guests' palates are tantalized, he explains why the pairings work and how the wine is made. When Austin isn't hosting three tastings a day by appointment only, he's traveling to special events and wine tasting galas to promote the upscale brand.

Vineyard 29 takes a high-tech approach to an old-world style. The algorithms programmed into its optical sorting equipment recognize the perfect berry and reject the others. Gravity transports wine around the facility rather than oxygen-driving pumps. The highest-end wines are stored in a 13,000-square-foot, environmentally-regulated cave that includes a library for more exclusive tastings.

Austin adopted a similar focus on quality while at JWU. Although his four-year culinary arts program taught him the back-of-the-house, his time as a teaching assistant taught him the front — and the importance of management and customer relations outside the kitchen. Internships in Perigord, France and in Galway, Ireland at the five-star Glenlo Abbey cemented his culinary education. Successful stints at Napa restaurants led him to Vineyard 29, where he could combine his love of food and wine — and where “educating people is my main passion.”

— Jennifer Brouillard

 **ONLINE** > www.vineyard29.com

RAYMOND DUTELLE PVD

WARREN, R.I.

Ray is the executive search director at Gatti & Associates in Medfield, Mass.

ELIZABETH FEMINO PVD

CUMBERLAND, R.I.

Elizabeth is the marketing and communications manager at EMC Corporation in Hopkinton, Mass.

ANDREW MCCLURE PVD

EAST WEYMOUTH, MASS.

Andrew is a senior executive chef with FLIK International in Boston.

MATT SCHECHTER PVD

NEW YORK, N.Y.

Matt is the national sales director for the San Diego Tourism Authority. He will continue to work out of New York City.

ALEXANDER STRUNKIN '07 MBA PVD

BELLEVUE, WASH.

Alexander is the CEO and co-founder at Grade Edge Inc., a Seattle tech company focused on providing education insight to students and parents.

2006**GUILLERMO FLORES '07 MBA DEN**

HUNTINGTON PARK, CALIF.

Guillermo is celebrating his first anniversary with the California Community Foundation, after five years with the California Science Center. Guillermo was part of the team moving the Endeavor space shuttle from Los Angeles Airport to the Science Center, where he successfully executed multiple events under the shuttle and installed special equipment (e.g., audio-visual) for the shuttle exhibit space.

JUSTIN WALSH PVD

BILLERICA, MASS.

Justin is now a regional group sales manager for northeast hotels at Marriott International.

CLASSNOTES

2007

ANDREA ALDANA PVD

JOHNSTON, R.I.

Andrea is a senior financial analyst officer at Citizens Bank in Cranston. In her spare time she volunteers at Amos House, is involved in two political campaigns, assists the "Buy A Block, Build a Home" program in Guatemala, and is working on starting a Rhode Island nonprofit called Eliu International.

JOSEPH BUZAS DEN

POUGHKEEPSIE, N.Y.

Joseph is the manager of training and development at The Culinary Institute of America in Hyde Park.

MICHAEL CAPOBIANCO PVD

ROCKAWAY, N.J.

Michael was recently promoted to assistant general manager at The Cheesecake Factory in Short Hills.

JARMAINE EVANS NMI

DEERFIELD BEACH, FLA.

Jarmaine is dean of academic affairs for Florida Technical College.

JESSICA FOUST PVD

OAK PARK, ILL.

Jessica was named a 2014 McDonald's President Award winner, which is given to the top one percent of global employees. Jessica was also promoted to director of culinary innovation at McDonald's.

DANA JEVARJIAN PVD

GREENWICH, CONN.

Dana is the brand manager at The Back Forty Farm Group in Old Greenwich.

MICHAEL KENNEDY PVD

WILLIAMSTOWN, VT.

Michael has been on his local Vermont news station, WCAX3, demonstrating various recipes.



ANDREW CHILDERS '09

CROSS-CULTURAL TRANSACTION

One sentence led to a period. **Andrew Childers '09** was in his first term at Johnson & Wales in Providence when Associate Professor Christine Ure told him, "Chil [Associate Professor Oscar Chilabato] and I really think you will go far in this industry." Her comment nudged Andrew to pursue an associate degree in advertising communications and a bachelor's degree in marketing communications.

This summer, the 27-year-old moved to Germany to work as an international business development manager for von Hagen Design, a global exhibit and event producer. "In the U.S. we pride ourselves on getting the job done by whatever means necessary," he says. "In Germany, they don't have a plan B because plan A is so well thought out."

After founding Access Revenues North America, a company that allowed European manufacturers to outsource their U.S. marketing to him, client von Hagen was so impressed, they poached Andrew from his own startup.

The alumnus credits JWU's advertising program for teaching him to differentiate himself when founding Access Revenues: "There is always a battle between art and science in the marketing world. At JWU the approach was more science-based." Instead of being ubiquitous like a number of his competitors, Andrew asked how he might help the Germans maintain their sense of process while moving at the speed of American business. "In the U.S. we have shiny new object syndrome," he notes. "In Europe, they want stats, figures and historical data on why your product is different. You have to know your audience." — Denise Dowling

ONLINE > www.vonhagen.net

REMIEL LOCKWOOD NMI

GARY, IND.

Remiel has recently published "The Danger of Stimulation," an inspirational life-coaching guide available on Amazon.com.

EMILY OSBORNE CLT

CHARLOTTE, N.C.

Emily is the owner of Charlotte's Best Nanny Agency, where she acts as a liaison between families and nannies. The business has been open for a year and is going strong.

STEPHANIE PAUL PVD

WARWICK, R.I.

Stephanie is event coordinator at Fidelity Investments in Smithfield.

AIESHA TEAGUE DEN

BOULDER, COLO.

Aiesha's own accounting firm, Impact Services, has served small businesses in the Denver metro area for seven years. In 2012 she was nominated as VIP of the year for the worldwide Who's Who Network. She also founded Arabesque Yoga, which focuses on bringing yoga and mindfulness to at-risk populations.

RUCHIT VACHHRAJANI

MBA PVD

KING GEORGE, VA.

Ruchit is managing limited service hotels in Virginia.

2008

DOUGLAS BURGESS PVD

MEDFORD, MASS.

Douglas is the general manager at Alta Strada restaurant in Wellesley.

KERRY COTTER PVD

NASHUA, N.H.

Kerry is a marketing communications specialist with Foliage Inc. in Burlington, Mass.

OBITUARY

CHEF STANLEY NICAS '79 HON.

A Distinguished Mentor and Colleague

Johnson & Wales University was honored, for more than three decades, to have **Chef Stanley Nicas '79 Hon.** as a friend, colleague, supporter and mentor to many students.

Chef Nicas passed on May 25 and will be greatly missed by the Johnson & Wales community. He was not only a celebrated chef, but also a generous and unassuming man who lent hours of his time to teaching and mentoring students and young chefs.

Nicas had a strong connection to JWU going back to 1979, when the university bestowed upon him an honorary doctor of culinary arts degree.

In 1982 Nicas was named one of the first JWU Distinguished Visiting Chefs (DVC). The DVC program brings in accomplished chefs to demonstrate their techniques, creativity and personal philosophies to students.

Nicas quickly saw the importance of the program and returned year after year, assisting more than 150 new DVCs that included some of the world's leading chefs: Emeril Lagasse '78, Jacques Pepin, Paul Prudhomme and Providence innovators Johanne Killeen and George Germon, among others.

"Chef Nicas was one of the very first chefs to support Johnson & Wales University when we embarked on our journey into the culinary arts, and he continued his unwavering support through to present day. He served on the Committee for the Distinguished Visiting Chefs program, the Culinary Arts Advisory Council and hosted numerous fundraising dinners for the university. Chef Nicas will be sorely missed," Chancellor John J. Bowen '77 said about his longtime comrade.

Born in Massachusetts, Nicas moved to Albania with his family in 1924. He began



Stanley Nicas with students at a Distinguished Visiting Chefs' event.

culinary apprenticeships in Switzerland and France before fleeing Albania for the U.S. when Italy invaded in 1939. The 15-year-old soon began working with Pierre Franey in the French Pavilion at the World's Fair in Brooklyn.

Nicas joined the U.S. Navy during WWII and served as a gunner aboard the aircraft carrier *USS Bunker Hill*, which was struck by two Japanese kamikaze aircraft in 1945, killing more than 400 of his shipmates. Nicas was injured but survived.

After the war Nicas worked at the Hotel St. Moritz in New York and then in the Tremont Plaza in Boston. He married Helen Kotseas in 1949 and settled in Leicester, Mass., where the couple bought the Castle Restaurant in 1950 and ran it with their three children.

Nicas later created a real castle with massive stones that he had shipped in to adorn the

Castle, which became one of the area's legendary fine dining establishments. Nicas ran an apprenticeship program at the Castle for Johnson & Wales and Culinary Institute of America students for more than 40 years. He was also an in-demand chef and cooked for U.S. presidents, was a coach for the Internationale Kochkunst Ausstellung (IKA) "culinary Olympics" U.S. team, served as a national president of the Les Amis d'Escoffier Society, and was a member of the American Academy of Chefs, along with many other esteemed culinary organizations.

Nicas is survived by his daughter Evangeline H. Nicas, son James S. Nicas, brother Ilia and several granddaughters, great-granddaughters, nieces, nephews and cousins. He was preceded in death by his wife Helene in 2004 and his son, John S. Nicas, in 2005. — Melinda Hill

CLASSNOTES

2009

KYLE BRITTO PVD

WATERTOWN, MASS.

Kyle is a SEC reporter and SOX analyst for Brookline Bank in Boston.

BRIAN FARHI PVD

NEW YORK, N.Y.

Brian is a sales executive with Tyme Global (tymeglobal.com), a hospitality technology company that recently launched a text-messaging platform specifically designed to integrate with any hotel Property Management System (PMS).

ANNA GILL '12 MBA PVD

WATERTOWN, MASS.

Anna is the assistant director of catering for ARAMARK at Boston University.

KATHLEEN MEAGHER CLT

BRIGHTON, MASS.

Kathleen is the manager at Happy Pet Care in Brighton.

2010

RYAN BURKART PVD

CHELSEA, MASS.

Ryan is the general manager at the Holiday Inn Bunker Hill in Somerville.

SPENCER COLE '10, '12

M.A.T. PVD

BALTIMORE, MD.

Spencer is the director of training and senior development chef at KOR Food Innovation in Ashland, Va.

BRUCE FLORIO CLT

LAS VEGAS, NEV.

Bruce recently accepted a sous chef position at Draught Charlotte in Charlotte, N.C.

CORY LONGCHAMPS PVD

DOUGLAS, MASS.

Cory has been at Commerce Insurance (now part of the Mapfre Insurance Group, in Webster, Mass.) for four years; he holds a lead position there with a personal

lines producer's license in Massachusetts and New York.

SIMON LUSKY PVD

SAINT LOUIS, MO.

Simon is the head chef/dietitian for the St. Louis Cardinals Baseball Club in Missouri. Simon also owns Athlete Eats, also based in St. Louis.

NICOLE (PARZUCHOWSKI) TISDALE CLT

GEORGETOWN, S.C.

Nicole is with Millgrove Farms in Georgetown, which is transitioning from conventional to organic farming practices. She is helping them open a cafe on-site that would feature their locally grown organic produce as well as local breads, cheeses and meats.

2011

CHRISTOPHER BARRY PVD

HOPKINTON, MASS.

Christopher is the front desk supervisor for the Sea Crest Beach Hotel in North Falmouth.

KARL LEHMANN DEN

GRAND JUNCTION, COLO.

Karl is working for the Colorado Department of Transportation Region 3 Civil Rights Office handling employee relations for Western Colorado.

ANTHONY MAIOLO CLT

CHARLOTTE, N.C.

Tony has accepted an executive chef position at Draught Charlotte in Charlotte.

JESSICA MEEKER DEN

HUDSON, COLO.

Jessica is the client relations specialist at Benson, Kerrane, Storz & Nelson, P.C. in Golden, doing marketing for the construction defects law firm.

KHAKALI OLENJA PVD

BOSTON, MASS.

Khakali is a client operations associate at State Street Corporation in Boston.



AT RIGHT: Michelle Meehan '13, '15 MBA

MICHELLE MEEHAN '13, '15 MBA

STARTING YOUNG

Michelle Meehan '13, '15 MBA began her hospitality career early — three weeks into her freshman year, in fact.

"I started working for the Carolina Panthers," the former sports/entertainment/event management major says. "It was a cool experience, being able to work in my major field right away."

She went on to complete an internship at Destination Hotel & Resorts in Chapel Hill, N.C., in 2013. The manager-in-training program provided her a guaranteed position, which Michelle accepted at the end of the program. But then she heard about a job opening at the Hilton Stamford Hotel & Executive Meeting Center in Connecticut.

"One of my coworkers told me about this great opportunity," says Michelle, who served as Student Alumni Association president during her time at the Charlotte Campus. "I said, 'I don't know, I'm really happy where I am.' But I went on the interview anyway, and I fell in love with the hotel." She accepted the position as executive meeting manager in June.

Her day-to-day responsibilities include receiving initial inquiries for meetings at the hotel, going through pricing with prospective clients, and putting together a contract. "I'm there from start to finish, every step of the way," says Michelle.

But it's not just work that's keeping her busy. Michelle is also enrolled in the online MBA program through the JWU School of Online Learning & Continuing Education. "Initially I thought I'd take classes at the Providence Campus, but one of my friends told me about the online program. After hearing that, I was sold," says Michelle. "I can work anywhere I want and take classes whenever I want." Michelle expects to graduate in 2015, but she doesn't see herself stopping after that. "I'll keep going with school — eventually I'd like to get my Ed.D."

— Rachel Donilon

ONLINE > www.stamford.hilton.com

KENDRA SHERMAN PVD

STERLING, MASS.

Kendra is an assistant catering manager and chef for Creedon and Co. in Worcester.

BRIAN SPERO PVD

PORTSMOUTH, R.I.

Brian is a quality control engineer at Displays2Go in Fall River, Mass.

STEVEN TISDALE CLT

GEORGETOWN, S.C.

Steven is the head chef at Rice Paddy Restaurant in Georgetown.

SARAH WYMAN PVD

PASSAIC, N.J.

Sarah Jane is the business center coordinator for Mandarin Oriental, New York.

2012**ALYSSA AMARAL PVD**

ATTLEBORO, MASS.

Alyssa is a development programmer at Meditech in Westwood.

MICHAEL DEJAGER DEN

PERRY, OKLA.

Michael is a conference producer with ALM media company in their real estate division in New York City. He produces conferences for their commercial real estate RealShare Conference Series.

EMILY ALEXANDER PVD

NORWOOD, OHIO

Emily is a sales manager at the Cincinnati Hotel in Cincinnati.

AMANDA GIARAMITA PVD

SAYVILLE, N.Y.

Amanda is the front office manager at Renaissance Boston Patriot Place Hotel & Spa in Foxboro, Mass.

CAITLYN HADLEY CLT

CHARLOTTE, N.C.

Caitlyn is a sales representative with Skyland Distributing Company in Charlotte.

SHAUN LA GALA PVD

CLIFTON, N.J.

Shaun is the food and beverage operations manager at Marriott International in New York.

[4] OROSCIA LOWE CLT

WASHINGTON, D.C.

Oroscia is an events manager at the newly opened Marriott Marquis in Washington.

**ELIZABETH MILLER PVD**

PAWTUCKET, RI.

Elizabeth is the hiring and training manager for Olive Garden in South Attleboro, Mass.

DESMOND VASQUEZ NMI

WESLEY CHAPEL, FLA.

Desmond has been promoted to assistant room operations manager at Marriott, after a year in its manager-in-training program.

2013**EMILY CRABTREE CLT**

CHARLOTTE, N.C.

Emily is the new events and hospitality trainee at Team Epic in Charlotte.

JULIETTE PEGUERO**ESTEVEZ PVD**

BRIGHTON, MASS.

Juliette is a business analyst for The Hanover Insurance Group in Worcester.

OBITUARY**MICHAEL RYAN KENNEDY '14***A Life of Service*

Michael Ryan Kennedy, 33, made a rare difference in countless people's lives, many of them strangers.

A Boston firefighter since 2007, Kennedy was a former Providence Campus culinary student and used the skills he sharpened at JWU to cook for his fellow firefighters at the station for Ladder 15.



On March 26, Kennedy and another firefighter, Lt. Edward Walsh, were among the first group of responders to arrive at a nine-alarm fire enveloping a four-story brownstone in Boston's Back Bay. Believed to have started in the basement, the fire caused injuries to 18 people, 13 of whom were firefighters. Kennedy and Walsh went directly into the basement and lost their lives fighting the fire. Their actions helped save the lives of several people still inside the building.

Kennedy's bravery was easy to see. Last year he was a first responder at the Boston Marathon bombings, treating victims at the scene. During Operation Iraqi Freedom, Kennedy served more than six years as a U.S. Marine, earning the rank of Sgt., Combat Veteran.

Outside of work Kennedy spent much of his time making life better for others. He volunteered as a Big Brother; raised funds for Wounded Warriors, which aids injured service members, and the Boston Firefighters Burn Foundation, which assists burn victims; and was a member of the American Infidels Veterans Motorcycle Club, a nonprofit that supports military members and veterans.

Kennedy is survived by his father Paul Kennedy, his mother Kathy Crosby-Bell and her husband William Bell, grandparents Christine Crosby and Michael and Mary Ellen Kennedy, as well as several cousins, aunts, uncles, friends and his partner in life, Sarah Wessmann.

He attended Johnson & Wales from September 1999 through May 2001 and was awarded his associate degree posthumously in May 2014.

"Michael Kennedy displayed all of the strength of a Johnson & Wales University student during his all-too-brief life: pride, courage, character and community," says Providence Campus President Mim Runey. "The JWU family honors his extraordinary life while joining with his family and friends in mourning his untimely death." — Melinda Hill

IN MEMORIAM

THOMAS FITZ-SIMON '58

Aug. 29, 2014

CHRISTINE WYNNE '69

June 1, 2014

CLIFFORD BRANUM '76

Aug. 12, 2014

PAUL MOREL '77

July 12, 2014

DAVID FINK '78

July 9, 2014

RODNEY VIEIRA '79

July 10, 2014

MISTY ANDERSON '80

Aug. 12, 2014

GERALD BROWN '80

Aug. 6, 2014

JERE L. HILL '83

July 10, 2014

MICHAEL SCHUMM '84

Aug. 9, 2014

OSCAR C. LEGASPI '86

Aug. 6, 2014

PAUL A. FALLON JR. '87

May 19, 2014

KELLY A. MURPHY '87

May 15, 2014

WILLIAM A. CLARKE JR. '88

July 8, 2014

VITA OSKO '88

Sept. 2, 2014

SARA DENTON '88

July 21, 2014

DIANE BUSSINGER '89

May 4, 2014

KIMBERLY A. ROCRAY '90

May 5, 2014

R. GORDON MCGOVERN '91

HON.

Aug. 19, 2014

CRAIG A. LIMAN '92

June 17, 2014

DAVID KASHDIN '96

July 22, 2014

KENNETH L. MATTHEWS '96

Feb. 21, 2014

JAIME L. DUCLOS '97

Aug. 1, 2014

CAROLYN REIDER '97

Sept. 4, 2014

RICHON L. VANDERVEEN '05

July 30, 2014

STEVEN BAILEY '07

Aug. 12, 2014

CASSANDRA M. COLEMAN '07

July 21, 2014

JOHN R. MCCARTAN '08

HON.
April 12, 2014

LUIS D. MELENDEZ '08

July 2, 2014

SPENCER E. STREETMAN '11

Aug. 14, 2014

FACULTY, STAFF AND FRIENDS

WILLIAM AUSTIN

Oct. 7, 2014

CATHERINE E. HINDLE

May 19, 2014

EDWARD A. MCARDLE

May 23, 2014

COURTNEY LOWENSTEIN PVD

BROOKLINE, MASS.

Courtney is a cafe manager with FLIK International in Boston.

ALICIA LEITE PVD

CREVE COEUR, MO.

Alicia is the VIP hospitality host for Hollywood Casino in Maryland Heights.

SHANNA STEWART CLT

SALISBURY, N.C.

Shanna is the new assistant show manager for Charlotte-based Southern Shows Inc., which produces consumer shows and exhibitions throughout the Southeast.

2014

KAITLYN FLOOD CLT

KINGWOOD, TEXAS

Kaitlyn has accepted a position with Robert Sinkey Vineyards in Napa, Calif.

ALEXANDER GRIFFIN PVD

CHESTNUT HILL, MASS.

Alexander is front-of-the-house manager at Aquitaine at Legacy Place in Dedham.

NATHAN KEENEY PVD

NORTHAMPTON, PA.

Nate is a special event coordinator with the American Diabetes Association near Philadelphia.

KATHERINE O'CONNOR PVD

NORTH PROVIDENCE, R.I.

Katie is a derivatives analyst for Citizens Bank in Providence.

GIOVANNI SALVADOR PVD

PROVIDENCE, R.I.

Gio is the co-owner of Tricycle Ice Cream, which produces and sells small-batch ice cream sandwiches (made with organic dairy and local ingredients) via a tricycle with a custom-made ice box. Tricycle Ice Cream sells their ice cream sandwiches at farmers markets throughout Rhode Island and via private catering.

ELAINE VAN LEER PVD

BARRINGTON, R.I.

Elaine works at Seven Star Bakery in Providence.

SUBMISSIONS

If there's news in your life you'd like to share with fellow alumni, please send us photos and announcements about recent weddings, unions and additions to your family.

Images: To submit images from your event, please provide high resolution digital files (jpeg format, 1 MB minimum) or actual photographs.

Entries may be emailed to jwumagazine@jwu.edu or to:
JWU Magazine c/o Johnson & Wales University,
8 Abbott Park Place, Providence, RI 02903.

MARRIAGE AND UNIONS



2006

SARAH CHANG-MAU PVD
and Hanford Mau
May 17, 2014

2008

JOSHUA HODGE PVD
and Jennifer Drezek '08
April 26, 2014

2009

[6] HANNA BUBA PVD
and Douglas Filosa '10 PVD
April 26, 2014

2010

GREGORY POWERS PVD
and Meghan Powers
May 10, 2014

2011

CAITLYN HEGNER CLT
and Andrew Hegner '11
May 16, 2014

[7] ALLISON (PRUCNAL) NEWTON PVD

and Kevin Newton
September 20, 2013

2013

[5] OCIE PETERSEN DEN
and Jay Petersen
May 31, 2014

BIRTH AND ADOPTIONS

1991

[8] KEVIN MOFFETT '93 M.S. PVD
and Kristopher Holmes
Nigel, Finnegan and Seamus

1993

PAUL THIER PVD
and Chereece Thier
Frank Marshall

1996

SUZANNE MARKHAM-BAGNERA '98 MBA PVD
and Ronald Bagnera
John Louis

2005

WILLIAM "BRETT" BODINE '08 M.A.T. PVD
and Jessica Bodine
Sadie May

2007

RACHEL CUMMINGS DEN
and J.D. Cummings '01 PVD
Delaney Kay

AMANDA FRIZZIOLA PVD
and Chuck Frizziola
Charles Cash

2008

SAMANTHA COWENS-GASBARRO PVD
and Joseph Gasbarro
Lucas

2009

AMBER CALDERA PVD
and Carlos Caldera
Noah Zachary

2011

[9] TATIANA YAGECIC CLT
and Andrew Yagecic
Maxwell Andrew





Todd Horowitz, left, and Scott Liebfried at ReViVer.

To Hell and Back

COTT LIEBFRIED has a WWE alto, a Marine's build and a vocabulary to make a stevedore blush. During his 10 seasons as sous chef to Gordon Ramsay on "Hell's Kitchen," viewers speculated the mercurial Ramsay was too intimidated to mess with him. With that television persona, you might typecast the '93 grad as pure carnivore, but Liebfried crusades for healthy eating. Unless it were his last supper, in which case he would order a perfectly charred medium rare bone-in rib-eye with hand-cut crispy French fries and béarnaise sauce.

This spring, the 43-year-old and fellow grad Todd Horowitz '93, an organic meat purveyor, partnered with financier and Under Armour co-founder Bill McDermont to launch ReViVer, a restaurant in Manhattan's midtown neighborhood — which put him back in Hell's Kitchen.

During recovery bouts on mountain biking and skiing escapades in Park City, Utah, the three friends would marinate on food, health and dining — and what to do with themselves next. The trio brainstormed a restaurant concept based on nutritional science rather than trends. "A true chef doesn't hide behind bacon, butter and rich chocolate," says Liebfried. "I never agreed with French cooking; I prefer a more European coastal style that emphasizes freshness and quality rather than lengthy preparation." At the time, meat substitutes and calorie counts were popular, but people weren't talking about fat or sodium. "Anybody can tell you something is 250 calories and good for you when the portion is the size of a quarter."

They enlisted a nutritionist to cull scientific data from universities and institutions. The findings were then distilled into four principles: balanced, nutritious, clean and pure. Balanced means that carbs, fats and protein are in balanced proportions; nutritious consists

of optimal amounts of fruits, vegetables, fiber and omega-3s; the clean designation means no refined sugar or flour, and minimal empty calories; and the pure mandate requires hormone and antibiotic-free meat, cage free eggs and organic tofu.

The founders didn't want the equation of healthy = boring. (Boiled skinless chicken with steamed vegetables is banned.) He and Horowitz spent two years developing recipes for nutritional analysis. "In the beginning our sodium and calorie counts were off the chart," says Liebfried. "It took relentless sourcing." They were also location scouting during Chipotle's grand expansion, which meant many spaces with 1,500–2,800 square feet and venting capacity were being gobbled by the chain, or the landlord wanted Chipotle to take it.

With plans to fan ReViVer out to other parts of the country, Liebfried and Horowitz remain back-of-the-house fixtures at the moment. "You can't see a vision clearly all the way through by sitting in a boardroom in another state," Liebfried notes. "I'm finally doing something fulfilling in the hospitality business. We're making food that's good for people, it's executed in under four minutes, and it's affordable: Everything on the menu is under \$12. One of our taglines is 'Our food tastes so great you want to eat it every day, and it's so good for you that you can.'"

Fruit flies may have more longevity than new restaurants; allegedly, one in four businesses withers its first year. However, Liebfried has a winning record: Before ReViVer, he consulted for various establishments, opened and later sold Arch Rock Fish in Santa Barbara, Calif., and served as the culinary director for Fleetwood's on Front Street, the Maui restaurant owned by Fleetwood Mac founder and Hawaii resident Mick Fleetwood. He knows the survival rate for chefs rivals that of new restaurants: As one "Hell's Kitchen" competitor reflected, being on the show was a wonderful experience, but something he'd never do again. While some viewers cringed at Liebfried's tough love approach with contestants, he views it as a public service.

"Some of us are a little grateful for the drama that surrounds us being in the media," Liebfried notes. "It gives us the chance to be blatant and protect this business from people making a debauchery of it. It shows a lack of respect when you undercook or burn something after some guy who hunts and fishes or farms to supply the restaurant has worked so hard. When we start messing up like that, we might as well open a bunch of cans and serve up a meal." — Denise Dowling

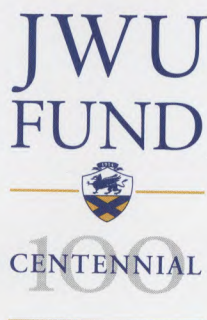
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Our new addition to the Harborside Campus: A 5,000-pound bronze wildcat statue was dedicated during October's Family Weekend.

